FY 2014 MANAGEMENT PLAN

Prepared by Milo Victoria, CEO/General Manager and the Omnitrans Senior Leadership Team

Revised: June 5, 2013

The Management Plan is a one-year focused implementation plan of key activities, services and budget for the year. The Management Plan is required to annually implement the plans developed in Short-Range Transit Plan (SRTP). The SRTP is designed based on the long-term strategic vision of the agency expressed through the Board of Directors in the Strategic Plan. During the year, Omnitrans will prepare the FY2035 Strategic Plan and FY2015-2020 SRTP, which will be implemented in successive Management Plans.

Table of Contents

Vision

Vision for Transit in the San Bernardino Valley - A Values-Based, Customer-Based Transit System, where:

1. The San Bernardino Valley's multimodal transit system **supports the local economy.**
2. Omnitrans service **is reliable,** not just in the narrow sense of on-time performance, but in a broader manner: Omnitrans service is worthy of the customer's trust.
3. Customers have a **high-quality experience** using Omnitrans.
4. Omnitrans **maximizes value to the community** with every transit dollar available.

Mission, Values and Principles

OUR MISSION

To provide the San Bernardino Valley with comprehensive public mass transportation services which maximize customer use, comfort, safety, and satisfaction, while efficiently using finances and other resources, in an environmentally sensitive manner.

SHARED VALUES & PRINCIPLES

Our institutional values define how we approach our work. These shared values help determine appropriate behavior and guide complex decision-making. Taken together, they create an overall operating philosophy. They complement the mission by explaining how we will go about implementing the mission.

SHARED VALUES

1. Integrity
2. Trust
3. Loyalty
4. Family
5. Learning and Growth
6. Ethics
7. Contribution to the Greater Good
8. Honesty
9. Community
10. Health
11. Treating Others with Dignity
12. Having Fun

SHARED PRINCIPLES

1. Take responsibility for our own actions
2. Conduct all activities to develop and implement the highest degree of honesty, integrity, and consistency
3. Expect everyone to treat others with dignity and respect
4. Consistently display the highest level of ethical behavior
5. View all actions in relation to their contribution to the greater good
6. Create a pleasant atmosphere, which promotes learning, growth, and fun
7. Recognize responsibility to community and family
8. Quickly take action to correct problems and prevent them from reoccurring
9. Promote a positive, safe, and healthy work environment
10. Promote personal health and wellness
11. Make effective use of resources

SUMMARY

A number of national and global trends suggest the need to reconsider the role of bus transit for the future:

- Transit ridership nationally is rising and has now returned to levels not seen since the 1950s.
- Energy security and energy prices will continue to be an area of concern, as will the environmental and climate consequences of carbon emissions.
- The combined costs of housing and transportation in the Inland Empire are rising and now consume 69% of disposable income for the moderate-income household[1]. These costs can be reduced through changes to policies governing land use patterns and transportation.
- Younger generations are showing less interest in relying on cars. For example, almost a third of Americans now wait until age 19 or later to get their first Driver's license, whereas 30 years ago only 12% did so.
- More people are showing interest in living in walkable communities, such as historic downtowns, that are naturally better suited to public transit than the car-oriented subdivisions that prevailed in the late 20th Century.
- The relatively large number of people now moving into their senior years – the so called "aging of the baby boom" – could herald increased demand for expensive services for frail seniors. Fortunately, many people are reaching the point of frailty later in life, as life expectancy is slowly rising.

In the face of these changing trends, as well as regional plans (i.e., SANBAG Long Range Transit Plan and SCAG Regional Transportation Plan/Sustainable Communities Strategy) and local efforts in the San Bernardino Valley, Omnitrans will need to think about:

- The overall level of service quality and quantity that Omnitrans should aim for.

[1] In the 25 largest metro areas in the U.S., the moderate-income household (which makes 50-100% of the median income) spends 59% of its income on housing and transportation. The Riverside-San Bernardino, CA metro area is the second most expensive metro area in the nation, where moderate-income households spend 69% of their income on housing and transportation. Homeowners in this metro area spend 73% of their income on housing and transportation, while renters spend 64%. In the San Francisco metro area, by comparison, moderate-income renter households spend 49% of their income on housing and transportation, one of the lowest figures in the nation's large metro areas. *Source:* Housing + Transportation (H+T®) Affordability Index applied to 2006-2010 American Community Survey data http://www.nhc.org/media/files/LosingGround_10_2012.pdf

- The relative importance of productivity goals as opposed to coverage goals, discussed further below.
- The market segments for which Omnitrans' bus service should operate.
- The role of connections in the bus network and the level of investment needed to develop connection points and protect timed connections.

These choices should be made in the context of a long-term plan with agreed-upon objectives, which can be implemented consistently and fairly. In that context, the future implications of these decisions can be considered and agreed upon by the Board. The forum for discussing these choices lies in two planning tasks:

- The 2035 Strategic Plan (Strategic Transit Network and Policy Plan), which builds upon regional plans such as SANBAG's Long Range Transit Plan and SCAG's Regional Transportation Plan/Sustainable Communities Strategy, and which articulates key policies that will guide Omnitrans in the scale, design, presentation, and monitoring of its bus services.
- The FY 2015 – 2020 Short Range Transportation Plan (SRTP), which guides the agency for six years.

The Board ad-hoc committee is currently overseeing implementation strategies for the Comprehensive Operational Analysis of Omnitrans (COA). This ongoing dialogue with the Board of Directors will help staff prepare the necessary analysis for the Board to make important policy and investment decisions.

In addition, staff recommends that the Board reaffirm the following items to provide clearer values-based guidance on priorities for service development. Decisions on these issues will be an important dimension of the upcoming Strategic Plan and SRTP.

1. **Reaffirm Omnitrans' allocation of resources between the productivity goal and the coverage goal for 2014 through 2020**. In the past, the Omnitrans Board has set a policy of devoting at least 65% of agency resources to services designed to maximize productivity (ridership/service cost). The remaining 35% of resources are devoted to predictably low-productivity service that provides basic access to areas that would otherwise not have transit at all.

   These two competing goals are called the Productivity Goal and the Coverage Goal, respectively. The Productivity Goal leads to intense service in areas of high demand, typically direct links between major destinations through areas with higher density. The Coverage Goal

justifies services in low density areas where ridership is predictably low. The two goals reflect two different purposes of transit, so the balance between them is a pure value judgment with no technical answer. Staff's role is to facilitate Board discussion but not recommend a policy.

The policy is a powerful one. The percentage apportioned to productivity determines the ridership outcomes because it governs the resources that go toward competing for ridership. These services tend to be concentrated in areas where ridership potential is greatest. Meanwhile, the percentage apportioned to coverage determines the resources available for "lifeline" access to low-density communities where some people have transportation needs but overall ridership is expected to be low.

Recent Board discussions in January and February 2013 reaffirmed maintaining the current policy (65% toward productivity, 35% toward coverage) through 2020. For future years beyond 2020, the Strategic Plan and SRTP will provide an opportunity for the Board to review this issue in detail and either reaffirm or adjust the policy.

2. **Improve Omnitrans' on-time performance standards.** Recently, the Transportation Development Act (TDA) triennial audit proposed lowering Omnitrans' on-time performance standard. Based on direction from the Board workshops, staff proposes to make the on-time performance standard more precisely reflective of the customer experience of reliability (Spagnolo Doctrine). To this end, for reasons explained in detail on subsequent pages, the following course of action is proposed for FY 2014:

    a. Maintain Omnitrans' (90%) standard for on-time performance, given how integral reliability is to the usefulness and appeal of any transportation mode (The Board reaffirmed current standard at 2/28/2013 Board workshop).

    b. Enhance Omnitrans' on-time performance measurement by measuring reliability at timed transfer points (90%) – where a small delay can become an adverse event if it results in a missed transfer (Board endorsed expanding the on-time performance measure – at 2/28/2013 Board workshop).

    c. Enhance Omnitrans' on-time performance measurement by adding a measure of reliability of frequency – measured by headways/spacing – which is recommended to be (90%) on frequent lines. (Board endorsed expanding the on-time performance measure – at 2/28/2013 Board workshop).

The new measurement processes will be used as a basis for a proposed standard for the reliability of timed connections and frequent headways. These decisions will guide the type of analysis that will be included in the preparation of the Short Range Transit Plan (SRTP). The actual application of these measures will be tied to the implementation of the new SRTP.

Board's Vision for Transit in the San Bernardino Valley: A Values-Based, Customer-Based Transit System

The development of the San Bernardino Valley's bus transit system must start with the Board's vision and values. The Strategic Plan and Short Range Transit Plan provide excellent opportunities for the Board's vision to lead the agency.

At the January and February 2013 workshops, the Omnitrans Board discussed its vision for bus service. Among the vision statements captured at the workshops were many that could form the basis of a principled, sophisticated reimagining of the San Bernardino Valley's multimodal transit network. Four of these stood out as the basis for policy:

1. The San Bernardino Valley's multimodal transit system **supports the local economy.**
2. Omnitrans service **is reliable,** not just in the narrow sense of on-time performance, but in a broader manner: Omnitrans service is worthy of the customer's trust.
3. Customers have a **high-quality experience** using Omnitrans.
4. Omnitrans **maximizes value to the community** with every transit dollar available.

The endorsement of the above vision (February 2013 Board Workshop) and the approval of said ambitions will allow staff to conduct the necessary analysis and engage the Board to formulate and adopt specific objectives and policies. The proposed Strategic Plan (Strategic Network and Policy Plan), to be completed in FY 2014 (Goal 4), will provide a framework for further analysis of the important policy choices that the Board can make. The following are some of the key issues to be addressed, both now and through the Strategic Plan. Achieving the region's mobility, livability, economic, energy, and sustainability objectives should be a long-term strategy supported by well thought-out policies.

Focusing on the Customer: Reliability and Connections

For example, a transit service plan based on the vision of providing reliable service and a high-quality experience considers the following:

1. In 2011, 64% of trips on Omnitrans involved a transfer.[2] For most riders, the reliability of connections between routes matters as much as the reliability of individual routes. It is only through reliable connections at safe and comfortable transfer facilities that Omnitrans can offer access

[2] The 2011 *Attitude and Awareness Survey* was based on statistically-valid phone interviews of riders and non-riders.

from a wide range of residential areas to an equally widely dispersed set of destinations and activity centers.

Bus service analysis must consider the impact of service changes on travel time, reliability, and customer experience for trips that involve connections.

2. An analysis of reliability should specifically examine *timed* connections.[3] Where a timed connection is intended in the schedule between two infrequent routes, analysts can compare the actual arrival and departure times of buses to determine how often the departing bus left before the arriving bus arrived. Timed connections are critical where routes are infrequent, such as every 30 or 60 minutes, because without them, waiting times for a connection would make travel times much longer.

3. An analysis of On-Time Performance (OTP) and lateness should measure their impact on *riders* as well as on *vehicles*. For example, a full bus running late at 8:00 am on a weekday has a bigger (negative) impact on riders than a nearly-empty bus running late at 10:00 pm. A rigorous analysis should reflect the difference between these two buses. Under Omnitrans' current OTP indicator, these two late buses count the same. This tells us little about the real reliability of Omnitrans service as customers experience it.)

4. A network of frequent bus routes (running every 15 minutes or less) provides the backbone of the Omnitrans system. Reliability of these routes is most thoroughly understood if we evaluate not just on-time performance but also *the accuracy of frequency*.

   To measure the accuracy of frequency, we ask not just "Were the buses on time?" but also "Were the buses consistently spaced at 15 minutes?"[4] At high frequencies, the accuracy of frequency matters more than On-Time Performance because customers start using the service without consulting a timetable. They just go to the stop and know a bus will be along soon. Because frequency is so integral to reliability, customer experience, and overall travel time, Omnitrans should rigorously study how well it is delivering on that promise.

[3] At a timed connection, buses from multiple routes arrive at a transfer point at the same time, so that riders may transfer among them. Because timed connections are often used on routes with low frequencies (every 30 or 60 minutes) a missed timed connection can be disastrous for riders.

[4] To understand this very simply: If a route runs every 15 minutes and all buses on the route are 15 minutes late, that would mean that on-time performance is 0% and yet the service would be just fine; in fact, no customer would notice that anything was wrong. On the other hand, if just one bus is 5 minutes late and all other buses are on time, then the maximum waiting time has gone up by 33%.

Next Steps: A Strategic Network and Policy Plan

With rising ridership and farebox recovery rates, projected increases in local and other revenues, and Omnitrans' track record of effective management, Omnitrans has the opportunity to build on success and make strategic, smart investments for the future. The Board's vision is the place to start that process, and the process should include a sophisticated analysis of the data.

The 2035 Strategic Plan (Strategic Network and Policy Plan) and the Short Range Transit Plan (SRTP) are essential to realizing the Board's vision for bus service in the San Bernardino Valley. A suggested scope for the plan appears under Goal 4 in the Management Plan.

Within the context described above, the Senior Leadership Team has identified 12 key goals to accomplish in FY 2014 and the people who will lead those tasks. The Board of Directors reviewed and endorsed these goals during the February Board of Directors workshop.

In preparing the Management Element, it was essential to follow the Board's vision for bus service in the San Bernardino Valley as well as to strengthen Omnitrans' commitment to customers, to the community, and to quality of service. The leadership team also reviewed Omnitrans' 2008 Strategic Short Range Transit Plan, SANBAG's 2009 Long Range Transit Plan, SCAG's 2012 Regional Transportation Plan / Sustainable Communities Strategy, Caltrans' Statewide Transit Strategic Plan, the Federal Transit Administration's Strategic Plan, customer and stakeholder input, and numerous regulations and initiatives that call for action.

Based on the above plans, Omnitrans' Board and staff's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and a review of Omnitrans' Mission, Core Values and Principles, staff identified strategic goals that require special attention. These are critical issues, opportunities, and challenges facing Omnitrans and are above and beyond the day-to-day operational and management goals.

The task leaders named below will regularly update the CEO/General Manager and will report each quarter to the Board of Directors. The Board committees responsible for various functional areas will provide policy guidance and oversight during the course of the year.

FY 2014 Management Goals

1. Complete the E Street sbX construction & grand opening plan – Milind Joshi, Director of IPMO (Integrated Project Management Office).

2. Prepare the E Street sbX Service: Operations, Management and Marketing Plan – Scott Graham, Director of Operations.

3. Closeout and Develop Implementation Strategies for the Comprehensive Operational Analysis (COA)– Milo Victoria, CEO/GM of Omnitrans and Ray Wolfe, Executive Director of SANBAG.

4. Prepare the 2035 Strategic Plan and FY 2015–2020 Short Range Transit Plan (SRTP), which will implement the COA's recommendations – Rohan Kuruppu, Director of Planning & Development Services.

5. Implement Bus Arrival Prediction Information System Phase II: Install information displays at major Transit Centers and Transfer Centers. – William Tsuei, Director of IT.

6. Build a Stronger SANBAG-Omnitrans Partnership - Milo Victoria, CEO/GM of Omnitrans and Ray Wolfe, Executive Director of SANBAG.

7. Create an innovative financing strategy, partnership, policy and structure – Robert Miller, CFO.

8. Update Omnitrans' 2020 Employee Development Program – Marjorie Ewing, Director of HR.

9. Enhance the sbX Bus Rapid Transit (BRT) Program – Rohan Kuruppu, Director of Planning & Development Services
    a. Complete Holt Boulevard Corridor Project Alternatives Analysis (AA) study.
    b. Participate in SCAG/SANBAG Foothill Corridor Study and other regional corridor studies.

10. Explore fare collection technologies to meet customer needs and reduce dwell time and administrative and maintenance costs – William Tsuei, Director of IT.

11. Explore information technology system (ITS) solutions to manage operations – Scott Graham, Director of Operations.

12. Explore options for future governance structure of Omnitrans – Milo Victoria, CEO/General Manager.

GOAL 1: Complete the E Street sbX Construction & Grand Opening Plan

TEAM: Milind Joshi, IPMO, Donald Walker, Jack Dooley and Maurice Mansion

Complete construction of E Street sbX Corridor Bus Rapid Transit (BRT) Project as stipulated in Project Construction Grant Agreement (PCGA) and hold Grand Opening to celebrate launch of sbX BRT Service.

OUTCOME

Start of Revenue Operation, which will enhance economic development, the environment, and quality of life in the San Bernardino Valley, no later than April 2014.

STRATEGIES

1. Evaluate cost performance on a monthly basis to forecast estimate at completion (EAC) and take appropriate steps to complete the project within the approved budget of $191.7 M.
2. Monitor construction schedule on a monthly basis and take appropriate steps to ensure the start of Revenue Operations no later than April 2014.
3. Conduct monthly Risk Management meeting to identify and evaluate project risks to mitigate them appropriately and in a proactive manner.
4. Manage scope changes closely within the project contingency budget.
5. Work closely with Construction Management Consultant (Jacobs) to ensure day-to-day construction oversight of contract scope, cost, schedule, quality, and safety.
6. Partner with Jacobs, designer (Parsons/STV) and the contractors to develop creative and practical approaches to handle unforeseen conditions or scope changes in a cost effective and timely manner.
7. Continue to work with Project Management Oversight Consultant (PMOC) and FTA to review project progress and issues, to seek their guidance/directions, and to build strong relationship with FTA to enhance future partnership potential.
8. Maintain safety as the top priority for the workers and community in general.

PERFORMANCE INDICATORS

Performance indicators according to the FTA Project Construction Grant Agreement (PCGA):

1. Complete the project within the approved budget of $191.7M.
2. Start trial service operations no later than February 2014.

3. Construction approval by City of San Bernardino and City of Loma Linda no later than February 2014.
4. Start the sbX BRT Revenue Operations no later than April 30, 2014.
5. Ensure safety to achieve "zero loss time" injury accidents during construction.

TASKS

1. Commence startup and commissioning activities on corridor in September 2013.
2. Complete corridor construction by December 2013.
3. Commence startup and commissioning activities at Vehicle Maintenance Facility (VMF) before December 2013.
4. Complete VMF construction by December 2013.
5. Start 60-Foot Articulated bus testing in September 2013.
6. Complete "Punch List" items on corridor, VMF, and buses by February 2014.
7. Start Revenue Operations no later than April 2014.

GOAL STATEMENT

With the introduction of sbX BRT service in the City of San Bernardino and the City of Loma Linda, Omnitrans can accomplish many agency objectives such as improving bus service to accommodate growing ridership, attracting new riders by providing a time-competitive alternative to the automobile, and enhancing the efficiencies by lowering Omnitrans' operating costs per rider.

The E Street Corridor project supports local and regional goals to organize development along transit corridors and around transit stations, and is the first of ten proposed corridors in a system-wide program.

The goal of the Integrated Project Management Office (IPMO) is to complete construction of the E Street Corridor Bus Rapid Transit (BRT) project with zero accidents and within the FTA approved budget of $191.7 million so that the revenue operations can begin no later than April 2014, as stipulated in the Project Construction Grant Agreement (PCGA) with the FTA.

The sbX project success largely depends on the cooperation and the "partnering" spirit between Omnitrans, various consultants and contractors working on the project, and the key stakeholders (City of San Bernardino, City of Loma Linda, SANBAG, Caltrans, California State University San Bernardino, Loma Linda University, and Veterans Administration, etc.) to address the project issues in a timely and cost effective manner.

The IPMO ensures that the team works closely with Project Management Oversight Consultant (PMOC) and the Federal Transit Administration (FTA) to maintain transparency and to meet FTA expectations on contract compliance.

In consultation with FTA, the IPMO team has taken recommended steps such as conducting Peer Reviews, Value Engineering, Constructability Review, Partnering Meetings, and monthly Risk Review Meetings to ensure successful execution of the project. Additionally, IPMO has formed a Change Control Board to process changes to the project per FTA guidelines, and a Dispute Resolution Board to address any disagreements between Omnitrans and the contractors.

IPMO staff keeps Omnitrans' Board of Directors informed of the project status, progress, and issues on a monthly basis. The project team also conducts various outreach activities to keep the public and the various stakeholders informed of the project progress. A 24/7 hotline (1-855-sbX-News) has been established for the public to notify the IPMO of any complaints and concerns so that they can be addressed promptly. In addition to the project Newsletter and the Construction Alerts, the project team extensively utilizes social media tools to ensure proper communications.

The entire project team, including Omnitrans, Consultants, and Contractors, treats safety as the number one priority to ensure the overall safety of the workers and public in general.

The sbX project will help Omnitrans to achieve its long range goals to cost-effectively enhance mobility and accessibility, improve transit operations, support economic growth and redevelopment, conserve non-renewable resources, and improve corridor safety.

GOAL 2: Operation, Management and Marketing (O&M) Plan of sbX Program

TEAM: Scott Graham, Jack Dooley, Wendy Williams, Jennifer Sims, Milind Joshi, Mark Montgomery, Ray Lopez, Mark Crosby and Allen Wild

Develop and implement a comprehensive operations plan for the new E Street sbX program.

OUTCOME

A comprehensive operations and management plan that ensures the highest quality of service delivery that will meet or exceed ridership projections.

STRATEGIES

1. Develop an O&M plan that assigns responsibilities and provides instructions for all sbX operations, to include any capital equipment purchases and forecasted operating budget requirements.
2. Review all MOUs between Omnitrans and stakeholders (City of San Bernardino, City of Loma Linda, SANBAG, etc.) to ensure consistency with the O&M plan.
3. Develop labor agreement to support O&M of the sbX system.
4. Conduct monthly O&M progress meetings.
5. Deliver optimum service of the system.
6. Maintain a continuous assessment of customer needs.
7. Develop Marketing Plan for service launch.
8. Reduce Route 2 service by 12,000 hours on an annualized basis following the implementation of sbX, shifting 10 coach operators to augment sbX manpower requirements in FY 2014.

PERFORMANCE INDICATORS

1. Develop sbX O&M Plan by August 2013 in order to provide supporting departments with guidance on infrastructure requirements for review and contributions.
2. The final plan is to be completed by September 2013 and will include all FTA requirements, internal responsibilities, and system operation procedures.
3. 5,600 sbX average weekday boardings.

TASKS

1. Complete “hand-off” between contractor and Omnitrans on infrastructure management including training, operations & training manual, drawings, warranties, etc. no later than December 2013.

2. Letter of Agreement for sbX with Amalgamated Transit Union (ATU) Local #1704 or proceed with an alternative service plan not later than July 2013.
3. Submit Operations and Management Plan to Senior Leadership Team (SLT) with any proposed stakeholder MOU changes with completion no later than July 2013.
4. Develop and implement a marketing plan for the launch of a revenue service to maximize community awareness and ridership.
5. System integration training/testing by Omnitrans personnel no later than September 2013.
6. Explore budgetary options with law enforcement and contract security to improve the overall safety and security of the sbX system. This hybrid approach includes both technology and personnel assets.
7. Develop validating solutions for daily Ticket Vending Machine (TVM) sales by credit card, debit card, and any other payment options, along with TVM operational and maintenance cost by July 2013.

GOAL STATEMENT

The sbX Operations, Maintenance and Marketing Plan (O&M Plan) serves the following purposes: to ensure FTA compliance, define internal responsibilities, develop system operation procedures, ensure dedication to customer service and system reliability, and deliver a flagship service that provides the community with safe and secure rapid transit.

The sbX O&M Plan provides for coordinated maintenance and operations of technology to afford the sbX bus rapid transit service a competitive edge in vehicular traffic. A transit signal priority system, on board passenger wireless network service, ticket vending machines, and on-board/platform surveillance will support the advanced rapid transit system. In addition, the plan will develop the workforce to meet the challenges of new technologies featured in the equipment and infrastructure.

GOAL 3: Closeout and Develop Implementation Strategies for the Comprehensive Operational Analysis (COA)

TEAM: Milo Victoria, Ray Wolfe (SANBAG), Jeremiah Bryant, Maurice Mansion, Justin Fornelli (SANBAG), Carrie Schindler (SANBAG) and Nancy Strickert (SANBAG)

Closeout the Comprehensive Operational Analysis (COA) of Omnitrans conducted by SANBAG and the consultant team (AECOM) and develop implementation strategies for elements of the COA.

OUTCOME

The COA was a comprehensive review of bus service, policies and community needs. The COA results will be used to develop Omnitrans' 2035 Strategic Plan and FY 2015 – 2020 Short Range Transit Plan (SRTP).

STRATEGIES

1. SANBAG/AECOM completed a comprehensive independent review of Omnitrans' operations and management.
2. Collaboration between SANBAG and Omnitrans to develop the final funding scenario between Fiscal Years 2014 and 2020.
3. Under the oversight of the COA Ad hoc committee, SANBAG and Omnitrans will collaborate in vetting the outcomes from the COA in order to determine which recommendations to implement in the 2035 Strategic Plan and FY2015-2020 SRTP.
4. Develop "lessons learned" from this COA to provide guidance for the next COA process.

PERFORMANCE INDICATORS

1. AECOM completed final COA reports in April 2013 with delivery to Omnitrans in May 2013.
2. SANBAG developed revised funding projections for FY2014-2020 for Omnitrans as part of the Transit Project List that was approved by SANBAG in May 2013.
3. SANBAG and Omnitrans Boards will receive COA and updated funding levels from SANBAG staff by August 2013.

TASKS

1. Omnitrans and SANBAG will complete an evaluation of specific recommendations in the COA by July 2013.
2. Omnitrans will utilize the COA to prepare the Strategic Plan and Short Range Transit Plan by August 2013.

GOAL STATEMENT

The Comprehensive Operational Analysis (COA), which began in 2010, was a evaluation of Omnitrans that covered all aspects of the agency including evaluations of: Omnitrans' service offerings and policies, staffing levels, expectations for future services, historical financials, projected operating, capital revenue streams, and costs through 2020; and alternative service delivery options.

The COA provided detailed information about the community, funding environment, and proposed policy changes for a Strategic Plan and a Short Range Transit Plan that will carry the agency through 2020.

Omnitrans' responsibility in the COA process was to provide data to the consultant team leading the COA and to objectively review all recommendations. After reviewing the proposals, Omnitrans provided input and guidance. Lastly, Omnitrans verified that the COA team delivered recommendations that were vetted and based on reliable analysis.

As the primary COA efforts have concluded, Omnitrans will take the material and recommendations from the COA into consideration in the next Strategic and Short-Range Transit Plans, outlined in Goal 4.

GOAL 4: Prepare 2035 Strategic Plan and FY2015-2020 Short Range Transit Plan (SRTP)

TEAM: Rohan Kuruppu, Directors and Technical Advisory Committee (TAC)

Following the completed COA and direction from the Board of Directors, develop Omnitrans' 2035 Strategic Plan and FY 2015 – 2020 SRTP.

OUTCOME

Develop a comprehensive business strategy to guide Omnitrans through FY2020 and beyond. The SRTP will cover the years FY 2015-2020. The Strategic Plan will cover the years 2015 – 2035 and include key policy guidance to guide the SRTP.

STRATEGIES

1. Formulate long-term policy with stakeholder involvement, leading to a Strategic Plan document adopted by the Board.
2. Develop innovative strategies in the SRTP to deliver projects and bus services.
3. Develop financially constrained and unconstrained plans to realize Omnitrans' full vision.

PERFORMANCE INDICATORS

1. Board approval of the 2035 Strategic Plan for bus services by December 2013.
2. Board approval of the FY2015-2020 SRTP by March 2014.

TASKS

1. Start the project by July 2013.
2. Completion of Omnitrans' Strategic Plan by December 2013.
3. Complete draft SRTP by December 2013.
4. Board approval of the 2035 Strategic Plan and FY2015-2020 SRTP by March 2014.

GOAL STATEMENT

The Strategic Plan will outline a vision for services in the San Bernardino Valley based on values such as economic growth, financial stability, and compliance with state and federal law. It will present the plan's ideas in friendly and accessible ways. The outline will be roughly as follows:

1. Where We Are

a. A discussion of existing Omnitrans service, using the material assembled by the COA and with an emphasis on showing how various aspects of service design and performance are related to each other.

2. How We Got Here

    a. A brief review of Omnitrans' history, with emphasis on patterns of change that are visible in historic data and can be extrapolated into the future.

3. Managing Change

    a. A look at the San Bernardino Valley's economic and demographic trends, with an eye toward projecting how demands and expectations of bus service are likely to change.
    b. A detailed study of the same trends, observing how various parts of the San Bernardino Valley are evolving and evaluating the impact on bus service.
    c. A peer assessment that looks in detail at how similar bus service providers elsewhere are adapting or have adapted to changing demographics and trends impacting bus service provision.

4. Goals and Vision

    a. An update of the 1976 goals statement reframing the mission of the agency in light of the increasing complexity of the idea of "transit dependence," as well as the need to highlight sustainability goals in line with regional plans set forth by SANBAG and SCAG.
    b. A structured set of policies and objectives that sit under this main statement and that answer key policy questions.

5. Building a Basic Product: Background for Bus Network Design and Policy. This section would look at the key policy choices and evaluate their potential consequences. A key source would be the experience of other agencies in similar contexts. Questions to be explored include:

        i. What balance between productivity and coverage goals should the agency aim for at various future dates? The plan would include analysis of key conceptual scenarios:

            1. Current split: 65% productivity/35% coverage.
            2. 80% productivity/20% coverage.
            3. 100% productivity. While this extreme position is unlikely to be adopted, it is helpful to have as a scenario because it illustrates the kind of network that tends to arise from a pure productivity focus,

and thus helps clarify the nature of the productivity vs. coverage choice.

ii. How should bus service respond to new development? Can denser development expect better service? Under what circumstances should Omnitrans expand the extent of service, as opposed to increasing the quality and usefulness of service covering the existing area?

iii. What are the agency's intentions to plan for reliability, including the potential for standards around the three kinds of reliability measurement discussed above?

iv. Which, if any, new types of bus and paratransit services, does Omnitrans want to explore?

v. What overall level of subjective quality (e.g. comfort) should Omnitrans be aiming for?

vi. What can a transit agency reasonably do to help make passengers feel safe and secure while waiting for the service?

The SRTP will follow the Strategic Plan so that long-term results and findings can be incorporated as appropriate into the shorter-term planning. This ensures that the detailed recommendations of the SRTP are moving Omnitrans toward the long-term goals of the Strategic Plan.

The new FY 2015-2020 SRTP will contain the following elements:

1. Existing Conditions Overview, including:

    a. An overview of Omnitrans, the communities we serve, and the local regional plans driving transportation policies.

    b. A catalog of the services that Omnitrans provides, along with the performance factors that are associated with each service.

    c. A description of Omnitrans' interconnectivity and interactions with neighboring transit agencies.

    d. A detailed description of the areas Omnitrans serves along with a projection of how these areas are expected to change over the planning horizon.

2. A review and development of Service Goals, Policies and Standards designed to direct and prioritize the deployment of resources.

3. A detailed fare policy that considers the impact on both Omnitrans' finances and customers.
4. A financial operating and capital plan.
5. A prioritized list of unfunded projects and services with enough detail to seek additional funding.
6. A comprehensive service plan.
7. An implementation plan that allows for a transition to any proposed changes set forth within the SRTP.

GOAL 5: Bus Arrival Prediction Information System Phase II: Install Information Displays at Major Transit Centers and Transfer Centers

TEAM: Bill Tsuei, Wendy Williams, Rohan Kuruppu, Jack Dooley, Scott Graham, Alex Chen, Maurice Mansion and Eugenia Pinheiro

Provide advanced technology solutions to riders to enable information sharing, enhance rider experience, attract new riders, and build brand trust for Omnitrans via signs at major transit centers and stations.

OUTCOME

Highly accurate real-time bus arrival information display at key transit hubs

STRATEGIES

1. Work with external stakeholders, such as cities, hospitals, and educational institutions to identify locations at transit centers and transfer centers to incorporate the display signs.
2. Work with staff from Planning, Marketing, Operations, Maintenance, Procurement, and Finance to identify proper resources to prepare RFP, evaluate proposals, and award the project.
3. Create a project plan which includes major milestones and deliverables.
4. Maintain open and regular communication between the Project Team.

PERFORMANCE INDICATORS

1. Deliver NexTrip to Transit Centers within established budget.
2. Implement NexTrip Signs at sbX Stations by December 2013.
3. Implement NextTrip Signs at Major Transit Centers (Chino, Montclair, Chaffey, Fontana, and Yucaipa) by June 2014.
4. Review riders' response to web-based, smart phone, text-message and phone-based NexTrip information and develop a plan, if additional value exists, for high-volume stops by June 2014.

TASKS

1. Form project teams by July 2013.
2. Complete identification of existing blueprints by October 2013.
3. Complete the RFP creation by December 2013.
4. Award the contract by April 2014.
5. Substantial completion of the construction and begin testing by August 2014.
6. Close project by September 2014.

GOAL STATEMENT

Introduction of bus arrival display signs at major transit centers, bus stops, and business partners' facilities, such as hospital lobbies, educational institutions' student centers, book stores, libraries, or main buildings, will allow Omnitrans to provide real-time information to the riders. This service enhancement targets riders with no access to mobile devices. This will allow Omnitrans not only to build a closer relationship with the existing riders by providing accurate bus arrival prediction information, but also to attract new riders.

Omnitrans presently provides bus arrival prediction information via website, mobile devices, and customer service call center. Recognizing that a significant portion of Omnitrans riders do not have access to these technological solutions, it is important and critical to provide the same accurate bus arrival prediction information to all riders. The best way to accomplish this goal is to introduce the bus arrival display signs at different locations. These display signs can be used primarily to present the real-time bus arrival information. They can also function as information-sharing devices to publish detour information, delay in services, push out advertisements, and serve as an emergency message board in cases of predicaments or natural disasters. The establishment of new display signs throughout the service area signifies Omnitrans' commitment to the region and to the riders.

GOAL 6: Build a Stronger SANBAG-Omnitrans Partnership

TEAM: Milo Victoria, Ray Wolfe and Senior Leadership of SANBAG and Omnitrans

Build a strong relationship and partnership between SANBAG and Omnitrans to enhance mobility in the San Bernardino Valley.

OUTCOME

Strategic and visionary mobility partnership

STRATEGIES

1. Continue the dialogue between the two Executive Directors.
2. Facilitate partnering sessions with key staff of SANBAG and Omnitrans
3. Review and, if necessary, redefine or clarify, the roles, responsibilities, and expectations of each agency.
4. Ensure compliance with federal and state regulatory requirements and consistency with the statutory mandates of both agencies.

PERFORMANCE INDICATORS

1. Communication and coordination strategy between SANBAG and Omnitrans, such as quarterly planning coordination meetings and active participation in project development teams.
2. Establish key performance indicators for interrelated transit projects and tasks undertaken by each party.
3. Update the Memorandum of Understanding (MOU) between the two agencies, clearly defining each agency's duties and expectations.

TASKS

1. Continue Executive Directors' meetings.
2. Facilitate a partnering session between key staff of SANBAG and Omnitrans.
3. Establish Board-recommended communication protocol of initially channeling key issues through the two Executive Directors.
4. Provide information to SANBAG and Omnitrans Boards of Directors regarding the statutory roles and mandates of both agencies, as well as previous memoranda of understanding between the two agencies.
5. Work with SANBAG to define and clarify roles of each agency to improve efficiency and quality of services offered.
6. Jointly and collaboratively plan and develop bus rapid transit (BRT) options as described in Goal 9: sbX BRT Program.
7. Quarterly meetings to review progress.

GOAL STATEMENT

Rebuilding a strategic partnership between SANBAG and Omnitrans and clarifying the roles of both agencies are essential to maximizing each agency's technical skills and expertise. This will improve both agencies' ability to leverage funds and to achieve both agencies' goals.

GOAL 7: Create an Innovative Financing Strategy, Partnership, Policy and Structure

TEAM: Bob Miller, Milo Victoria and Rohan Kuruppu

Develop an organizational structure, policies, and programs to foster public-private and public-public partnerships to deliver projects, leverage technologies, generate revenue, or offset operating costs.

OUTCOMES

1. Manage Omnitrans' human capital and physical and technological assets to efficiently operate bus service in the San Bernardino Valley and maximize the opportunity to capture additional revenue from our assets.
2. Develop a business model that delivers vital projects and services, generates revenue, and optimizes the potential to leverage local funds.

STRATEGIES

1. Develop innovative financing and partnerships in accordance with Federal Transit Administration (FTA) guidelines.
2. Conduct a peer review and develop best practices.
3. Seek opportunities to leverage Omnitrans' strengths in staff, technology and resources to generate additional funding opportunities.
4. Align resources for the commencement of the program.

PERFORMANCE INDICATORS

1. Approve plan and program by January 2014.
2. Organizational structure and policy framework by July 2014.

TASKS

1. FTA approval of structure, policies, and program by October 2013.
2. Board approval of organizational structure, policies, and program by July 2014.

GOAL STATEMENT

According to the Federal Transit Administration (FTA) guidance, innovative methods for financing and delivering transit projects fall into the following general categories:

1. Public Private Partnership (PPP) – an innovative procurement method for major capital projects in which private capital is invested. In a PPP, a single private

entity, typically a consortium of private companies, is responsible for performing a significant number of functions in connection with a project.

2. Joint Development (JD) or Transit Oriented Development (TOD) – a partnership between a transit agency and the private sector to promote real estate development in and around transit facilities.

3. Other Innovative Financing Mechanisms – There are various methods that FTA grant recipients can use to develop revenues for operating and capital projects. For example, transit agencies can earn revenues through advertising, information technology applications, etc.

The goals from these innovative financing or delivery methods usually include acquiring additional revenues for capital projects, programs, or operational costs. Alternatively, they can be used to deliver a more efficient and streamlined project delivery process or increased ridership.

While Omnitrans currently earns advertising revenues from bus wraps and transit shelters, there are other possibilities such as selling naming rights for transit facilities or selling airspace on the audio announcement system on the buses. Omnitrans could also charge a fee for providing services such as vehicle maintenance, auditing, and employee development and training to other agencies.

Omnitrans could also expand partnerships to leverage grant funding. As an FTA grant recipient, Omnitrans can apply for competitive discretionary grant programs that require 10% to 20% local match funding, as well as other federal grant sources. The availability of local match funding is a common obstacle to meeting rigorous application deadlines for funding. New partnerships with nonprofit organizations or private entities could make available new types of local match funding.

GOAL 8: 2020 Employee Development Program

TEAM: Marjorie Ewing, Ray Lopez, Sam Gibbs and Milo Victoria

Develop leaders, managers, and employees capable of assuming key responsibilities when called to lead during an unexpected or planned change in personnel.

OUTCOME

A stable, well-trained, multidisciplinary workforce that operates and manages a sustainable state-of-the-art transit system to improve mobility, opportunity, and quality of life in this region

STRATEGIES

1. Seek out departments and external agencies interested in creating a cross-training program.
2. Develop a budget and action plan.
3. Enhance the existing Leadership Action Program and deliver two programs per fiscal year. Seek continued internal support.
4. Research and review transit policies on tuition reimbursement and educate employees on how to use the process.
5. Research senior level inter-transit relations program.
6. Identify projects to present at conferences/workshops.

PERFORMANCE INDICATORS

1. Promoted personnel will possess the capacity and competence to operate, manage, and deliver services and projects with periodic feedback sessions and a performance evaluation of five months.
2. Lower average cost to hire key positions by 10%.
3. Lower time to hire and related loss of productivity by 10% (1 month).
4. Maintain Turnover Goal <7%.
5. Employee Satisfaction target 80%.

TASKS

1. Identify potential participants of the program, including all existing employees and external agencies. Create Individual Development Plans by July 2013.
2. Utilize Workforce Development Grant to create a budget for developing skill base of employees by July 2013.
3. Continue to make Toastmasters available to all employees and continue to invite employees as guests.

4. Nominate employees for Leadership APTA and other industry employee development programs.
5. Develop a template for presentations to showcase our best practices.
6. Complete applications for recognition awards.
7. Analyze and recommend revisions to Tuition Reimbursement Policy to the Administrative and Finance Committee by March 2014.
8. Utilize Employee Development Grant to create a budget for developing skill base of employees, by June 2014.

GOAL STATEMENT

The objective of Omnitrans' 2020 Employee Development Plan is to develop well-rounded leaders, managers, and employees capable of assuming key responsibilities when called to lead, in order to ensure the short and long-term success and stability of Omnitrans.

Annually, the agency loses about 44 employees, about 9 of whom retire. Over the next seven years, about 233 employees are eligible to retire and 175 employees are projected to separate from Omnitrans due to various reasons based on historic trends. Out of the 105 positions that are projected to become vacant, 42 could be classified as "key" (specialized technical) positions that are hard to fill and would require about 6-12 months to gain professional and technical competencies. The loss of productivity, recruiting costs, training costs, etc., is about $75,000 per vacancy. Less skilled positions cost about $55,000. Historically, Omnitrans loses about 6 key positions annually.

As a result of the investments Omnitrans made in our employees over the years, the agency has emerged as an industry leader in the midsize category. Omnitrans has a well-trained, multidisciplinary workforce capable of operating and managing a state-of-the-art transit system to deliver mobility and quality of life to this region.

The employee development programs currently in place:

1. Omnitrans Leadership Action Program

2. Tuition Reimbursement Policy

3. "Rolling Thunder" Toastmasters Club

4. American Public Transportation Association's Early Career Program, Leadership APTA Program and APTA Mid Manager Training Program

5. Southern California Regional Transit Training Consortium (SCRTTC)

Proposed employee development programs:

1. Intra-agency/Inter-agency Cross-Training
2. Dedicated Funding
3. CTA & APTA Participation
4. Professional Development Certificate Program

GOAL 9: Enhance the sbX Bus Rapid Transit (BRT) Program

TEAM: Rohan Kuruppu, Anna Rahtz and Partner Agencies

In partnership with other agencies and key stakeholders, work toward consensus on locally-preferred alternatives for the Holt Boulevard/Route 61 corridor and for other corridor studies currently underway that are led by partner agencies and municipalities.

OUTCOME

Regional consensus on locally-preferred alternatives for on-going corridor studies such as the Holt Boulevard/Route 61 Corridor that are cost-effective and competitive for future federal funding.

PERFORMANCE INDICATORS

1. Local and regional adoption of locally-preferred alternative for the Holt Boulevard /Route 61 BRT corridor.
2. Local right-of-way preservation along the identified corridor.
3. Local policy changes and zoning changes that increase competitiveness for FTA New Starts/Small Starts funds (measured by points according to FTA New Starts/Small Starts evaluation criteria).

STRATEGIES

1. Participate in SCAG/SANBAG Foothill Corridor BRT Study. Expected completion in December 2013.
2. Participate in the completion of SANBAG's BRT Master Plan, Countywide Transportation Plan, and other plans/studies that will prioritize implementation of corridors in the Valley.
3. Complete Omnitrans Route 61 Alternatives Analysis (AA) study with partner agencies. Expected completion July 2014.

TASKS

1. Provide feedback on BRT or express bus alternatives being evaluated by SANBAG, cities, and other partner agencies, based upon FTA regulations, FTA funding criteria, and Omnitrans' experience and perspective as a transit operator.
2. E Street sbX Service "After" Study – Collect and analyze data on the impacts of the E Street sbX project, including property values, demographic data, private investment along corridor, etc.
3. Omnitrans Route 61 Alternatives Analysis (AA) study

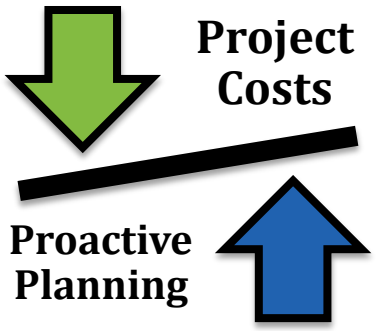
- Hold monthly meetings of the Project Development Team (PDT), made up of the cities of Fontana, Montclair, Ontario, Pomona, and Rancho Cucamonga, the County of San Bernardino, the San Bernardino Associated Governments (SANBAG), the Southern California Association of Governments (SCAG), Ontario International Airport, and other key stakeholders.
- Create initial project definition, with input from PDT members, for submission to FTA by July 2013.
- Complete detailed definition of alternatives and ridership analysis forecasting by August 2013.
- Conduct public and stakeholder outreach at key intervals throughout process.
- Conduct environmental screening by April 2014.
- Create financing plan for Route 61 Corridor by June 2014.

GOAL STATEMENT

The System-Wide Transit Corridor Plan, adopted by Omnitrans (2004, 2010), identified ten corridors with high potential for major transit investments. The identified corridors were included in SANBAG's San Bernardino County Long Range Transit Plan (2009), SCAG's Regional Transportation Plan/Sustainable Communities Strategy (2012), and several of Omnitrans' member cities' General Plans. Several cities, including Highland, San Bernardino, Rancho Cucamonga, Fontana, Ontario, and Pomona, are completing focused studies/specific plans along the identified corridors, including studies of bus rapid transit and transit-oriented development opportunities.

Through partnerships with the above entities, Omnitrans seeks to develop a locally-preferred alternative for the highest ridership corridor of the ten identified corridors: the Holt Boulevard/Route 61 Corridor.

Major transit corridor projects typically take ten or more years to plan, design and construct. Proactive planning on the corridor today accomplishes two key goals: 1) when funding becomes available, the project will be closer to shovel ready which is crucial in attracting discretionary federal funds; and, 2) lowering the implementation costs by identifying the best station locations and alignments, so communities can start setting aside space or right-of-way through setback requirements, development agreements, and other techniques.



Omnitrans, SANBAG, SCAG, the County, cities, transportation agencies, and private property

owners are all crucial partners in the development of any corridor project, with distinctly different roles. In any corridor planning process, each of these entities needs to be involved and contribute to the process based on their distinct expertise and experience. Omnitrans provides valuable input to plans and studies led by its partner agencies, from the perspective of the transit operator and as the FTA grant recipient with prior experience in the FTA Small Starts process

GOAL 10: Explore Fare Collection Technologies to Meet Customer Needs, Reduce Dwell Time and Administrative and Maintenance Costs

TEAM: Bill Tsuei, Wendy Williams, Jack Dooley, Scott Graham, Donald Walker, Maurice Mansion and Jennifer Sims

Provide recommended resolutions to improve Omnitrans operations by evaluating new fare collection solutions that can meet future customer needs, speed up the boarding process, reduce administrative and maintenance costs, and provide inter-agency fare operability to the region.

OUTCOME

Recommend a highly reliable fare collection system that improves operational efficiencies, increases customer satisfaction, and enables inter-agency transfers.

STRATEGIES

1. Work with staff from Marketing, Operations, Maintenance, Procurement, Planning, and Finance to form the project team.
2. Create project plan that includes major milestones and deliverables.
3. Maintain open and frequent communication amongst the Project Team.
4. Evaluate existing available technology solutions.
5. Cooperate with regional agencies on technologies deployed.
6. Recommend solutions which best fit Omnitrans strategic goal.

PERFORMANCE INDICATORS (Specifics measures TBD)

1. Recommendation for the most suitable fare collection technology solution

TASKS

1. Form project teams by July 2013.
2. Complete the survey of fare collection solutions adopted by regional agencies by March 2014.
3. Complete the evaluation of fare collection technologies by July 2014.
4. Propose recommendations by September 2014 (Needed before January 2014 for SRTP).

GOAL STATEMENT

Updating the existing fare systems throughout the fleets will allow Omnitrans to reduce administrative costs and efforts in managing the existing system and to improve boarding times.

Omnitrans has been using the existing fare collection system for over ten years. Even though the solution provides adequate data about revenue, it is starting to show its age, especially from the software standpoint. As technology progresses and matures, many different solutions/alternatives are becoming available, such as open payment solution or Near Field Communications. This management goal will allow a task force to be formed by different functional areas and work as a group to conduct research on existing solutions, future technology trends, and regional interoperability. The final recommendation will set goals and a pathway for Omnitrans to introduce a robust fare system for the next decade.

GOAL 11: Explore Intelligent Transportation Systems (ITS) solutions to manage operations

TEAM: Scott Graham, Bill Tsuei and Jeremiah Bryant

Identify current and emerging Intelligent Transportation Technologies opportunities that can improve the flow of the transit system and enhance the customer experience with a minimal capital investment.

OUTCOME

1. Reduce route running costs and improve service reliability.
2. Improved customer amenity and transit experience.
3. Improved system control and quality of service.
4. Increased ridership.

STRATEGIES

1. Explore expansion of signal prioritization to selected local routes.
2. Study future fare media alternatives and technology necessary to support the media.
3. Deployment of wireless hotspots on transit vehicles and at stations.
4. Investigate the benefits of full deployment of APC (Automated Passenger Counting) units into an overall vehicle Intelligent Transportation Systems (ITS) monitoring system, including integration with the AVL (Automated Vehicle Location) and TSP (Transit Signal Priority) system.
5. Study effectiveness of a collision avoidance system (CAS).

PERFORMANCE INDICATORS

1. Completed ITS review and recommendations of ITS options that would best reduce cost per revenue hour and provide increased customer mobility.
2. Increased ridership.
3. Decrease in accidents.

TASKS

1. Establish project team.
2. Identify technologies that would best benefit our customers.
3. Analyze ITS options.

GOAL STATEMENT

Identify current and emerging Intelligent Transportation Technologies opportunities that can improve the flow of the transit system and enhance the customer experience with a minimum capital investment. This goal attempts to expand our current use of ITS and integrate selected technologies to reestablish the public bus system as a viable means of transportation in the 21st century.

There are a wide variety of individual ITS elements that can be considered for inclusion in our infrastructure. In many cases, insertion of ITS types of technologies will provide transit travel improvements with minimal capital investment. The merits of each must be weighed to determine what element offers the most benefit to Omnitrans as well as the customer, and provides the highest return on investment. Those strategies considered viable will be developed and reflected in the Short Range Transit Plan (SRTP).

GOAL 12: Explore Options for Future Governance Structure of Omnitrans

TEAM: Milo Victoria, Rohan Kuruppu, Bob Miller and Board Ad-hoc Committee

Identify alternative governance structures for Omnitrans that could improve the agency's ability to deliver a high-quality bus system for the San Bernardino Valley.

OUTCOME

An official Omnitrans position on the ideal governance structure of Omnitrans.

STRATEGIES

1. Explore options for a transit authority, drawing from examples in similar-sized areas in California. Such an authority would have the power to:
    a. Maintain reserves and engage in more sophisticated financial management. (Under the current structure, Omnitrans relies on allocations through SANBAG for operating funds.)
    b. Levy taxes or fees in order to deliver projects and services that maximize benefits to the taxpayer.
    c. Engage in Public Private Partnerships (PPP) and other innovative financing structures – see Goal 7.
2. Consider how the business model and governance systems might need to change to support a transit authority.
3. Maintain the current Board structure/representation to implement Board's Vision for Transit in the San Bernardino Valley – A Values-Based, Customer-Based Transit System.

PERFORMANCE INDICATORS

1. An Omnitrans policy on a proposed transit authority structure, with action items to pursue, by June 2014.

TASKS

1. Form a Board Ad-hoc committee.
2. Develop the framework and principles approaching this task.

GOAL STATEMENT

Bus service for the general public accounts for 85% of all transit ridership in the county, and will continue to play a major role. Within the San Bernardino County there are six transit operators and one Consolidated Transportation Services

Agency (CTSA),[5] and Omnitrans accounts for about 86% of ridership within these seven.

Dedicated funding sources and financial reserves are needed to operate and manage such a transit system. The simplification of the current structure will enable Omnitrans' Board of Directors to deliver maximum value to the customer and taxpayer.

[5] Source: As defined in SANBAG Budget - Omnitrans, Victor Valley Transit Authority (VVTA), Needles Area Transit (NAT), Mountain Area Regional Transit Authority (MARTA), Morongo Basin Transit Authority (MBTA) and Barstow Area Transit (BAT). Additionally, there is a Consolidated Transportation Services Agency (CTSA) VTrans.

FISCAL YEAR 2014
SERVICE ELEMENT

June 5, 2013

Omnitrans
1700 W. Fifth Street
San Bernardino, CA 92411

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TABLE OF CONTENTS

LIST OF EXHIBITS

1. INTRODUCTION

This report provides an overview of Omnitrans' service offerings and fare policy for Fiscal Year 2014 (FY2014). Section 1 is this introduction. Section 2 examines Omnitrans ridership trends. Section 3 provides a brief update on the Comprehensive Operational Analysis (COA) of Omnitrans. Section 4 details the service levels and projected key performance indicators for each of the modes within Omnitrans' family of services. Lastly, Section 5 presents Omnitrans' fare structure, including three minor administrative changes proposed for FY2014.

Omnitrans is delivering ridership growth in multiple areas. The fastest-growing ridership segments are from Student, and Senior and Disabled riders. Omnitrans' OmniGo and Express services are growing at over twice the overall system growth rate. Within the last year, ridership has picked up on weekends, early morning and late evening trips.

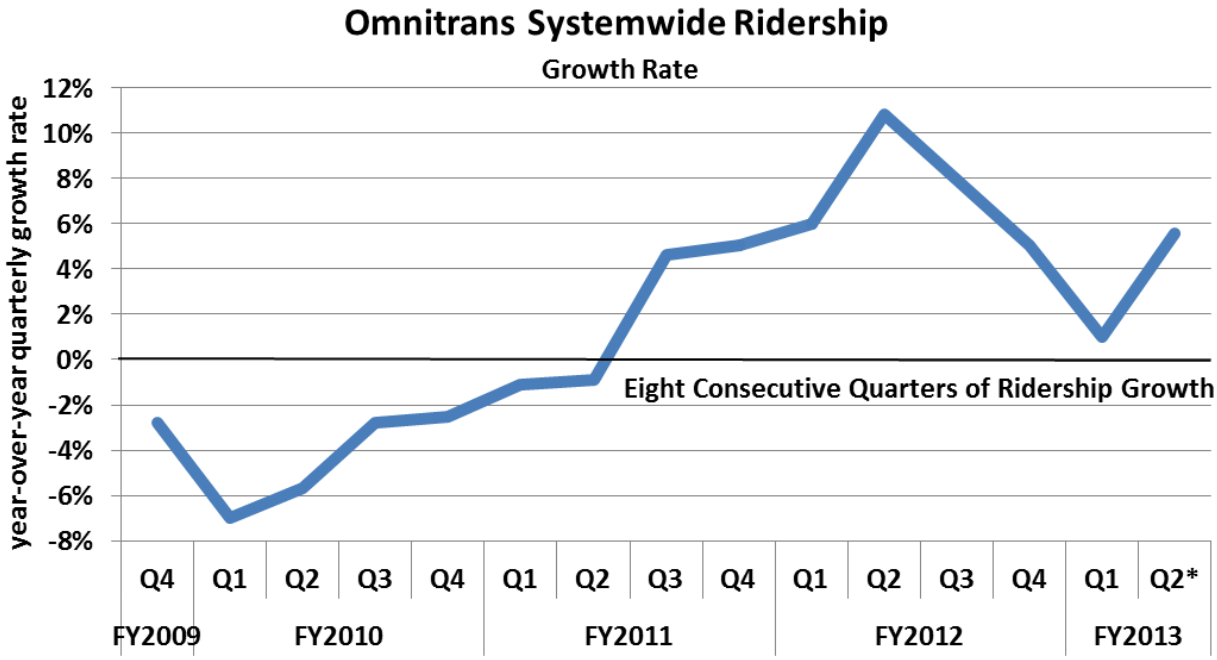
Students with bicycles are about to board an arriving bus outside of San Bernardino Valley College.

Some evening and weekend growth has been the direct result of Omnitrans staff identifying service efficiencies on weekend service. Midday weekend savings were reinvested into extending the evening span on five key routes as was described in the FY2013 service element.

These growth trends, coupled with Omnitrans' determination to maintain service levels and fares while our service area continues a slow-paced economic rebound, culminated in Omnitrans setting a record high Systemwide ridership in October 2012. This was only the second time ever that Omnitrans fixed route service had topped the 1.5 million rider threshold.

As of November 2012, Systemwide ridership is up 2.9% during FY2013, this comes on top of the 7.4% gain experienced in FY2012. As seen in Exhibit 1, Omnitrans has delivered eight consecutive quarters of growth starting in mid-FY2011.

Exhibit 1: Omnitrans' Recent Quarterly Systemwide Ridership Growth



*FY2013 Q2 though November which was latest data available at writing of this report

Omnitrans has the capability and plans to deliver enhanced service options to the San Bernardino Valley; however, a uncertain financial outlook reduced this agency's ability to further enhance growth.

This COA and subsequent funding projections have developed the funding framework that will determine what Omnitrans will be able to deliver over the next five to seven years. During FY2014, Omnitrans plans for one significant increase in service: sbX. The opening of Omnitrans' first Bus Rapid Transit (BRT) Corridor is the sbX green line which will connect San Bernardino and Loma Linda on the E-Street Corridor.

The E-Street Corridor, now referred to as the sbX Green Line, is the first of 10 planned sbX BRT lines. Once the sbX Green Line is fully operational, it is expected to carry over 1.4 million passengers per year. FY2014 half year estimates for sbX are provided in Section 4. During the first half of FY2014, Omnitrans staff will deliver the Operations and Maintenance Plan for sbX to the board, which will provide greater detail to the sbX implementation, operations, maintenance and marketing plan for sbX for the opening year.

In looking at Omnitrans' other service offerings, Omnitrans anticipates a *status quo* FY2014. Traditional fixed route service, OmniGo, OmniLink and Access are expected to see the impacts of demand changes in the estimates provided in this report, but there is no planned change in service delivery. Staff will continue to monitor system performance, customer contacts and new developments for service enhancement opportunities throughout the year.

In order to more efficiently distinguish which riders should pay which fare, Omnitrans staff recommends three minor administrative adjustments to the fare policy for implementation in

FY2014: 1) Reclassifying the student fare as a youth fare; 2) Clarifying the definition of the Go Smart pass program; and, 3) Combining the Access repeater and subscription fares to eliminate confusion. Details of these proposals can be found in Section 5.

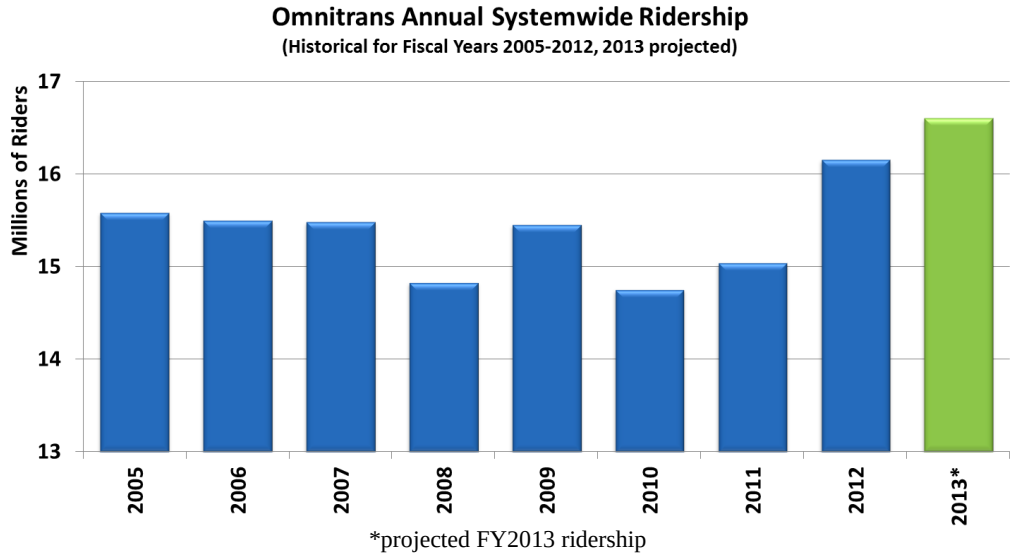
Omnitrans recognizes that there are many growth opportunities, but given the uncertain funding environment it is not in Omnitrans' or Omnitrans passengers' best interest to experiment with service enhancements that may not have the funding to last through a reasonable trial period.

As the COA has been completed and Omnitrans and SANBAG have reached an agreement on the financial outlook, Omnitrans staff will deliver the next Short Range Transit Plan (SRTP), which will outline service strategies through FY2020. With reasonable funding growth, these strategies will lead to ridership and mobility growth for residents in the San Bernardino Valley.

2. RIDERSHIP TRENDS & ANALYSIS

Omnitrans continues to see fast growth that is expected to be ramped up with the introduction of sbX in FY2014. During FY2012, Omnitrans Systemwide ridership surpassed 16.1 million riders on a gain of 7.4% from the prior year. This growth continued into 2013, which is now expected to see ridership grow to 16.3 million. In Exhibit 2, the growth experienced during the last two fiscal years can been seen in comparison to the ridership plateau and slight declines that were seen between fiscal years 2005 and 2013.

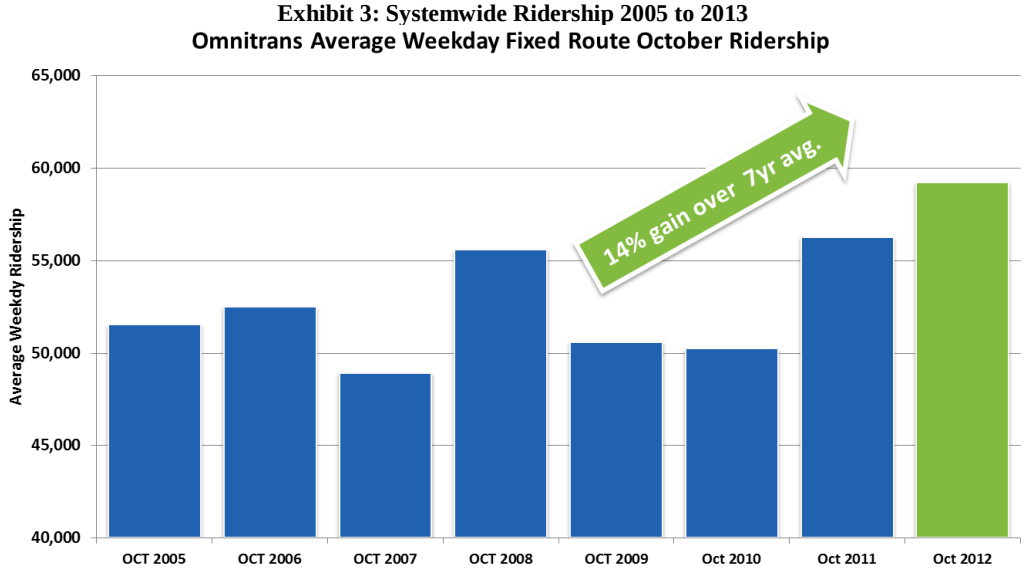
Exhibit 2: Systemwide Ridership 2005 to 2013



*projected FY2013 ridership

Similarly, average weekday ridership, the baseline stable ridership figure that takes into account holiday and calendar impacts shows strong growth. Historically, October is Omnitrans highest ridership month each year. Average weekday ridership in October 2012 was 59,217 riders per day, 14% higher than average weekday ridership during the previous seven years.

Exhibit 3: Systemwide Ridership 2005 to 2013



Despite the strong growth that Omnitrans experienced over the last two years, growth could have been stronger had Omnitrans received funding growth in line with transit funding growth for the San Bernardino Valley.

Omnitrans has held a status quo approach as the COA has been underway because our riders prefer stability, rather than the potential for increases in the short term that are quickly followed by reductions in service. Rather than have our riders experience level of service yo-yoing, stable service has been delivered.

While Omnitrans has held service levels constant, several key trends have been identified. When acted upon with funding or at least with the understanding of future funding patterns, these allow Omnitrans to enhance the mobility needs of our passengers.

The primary trends identify growing demand for:

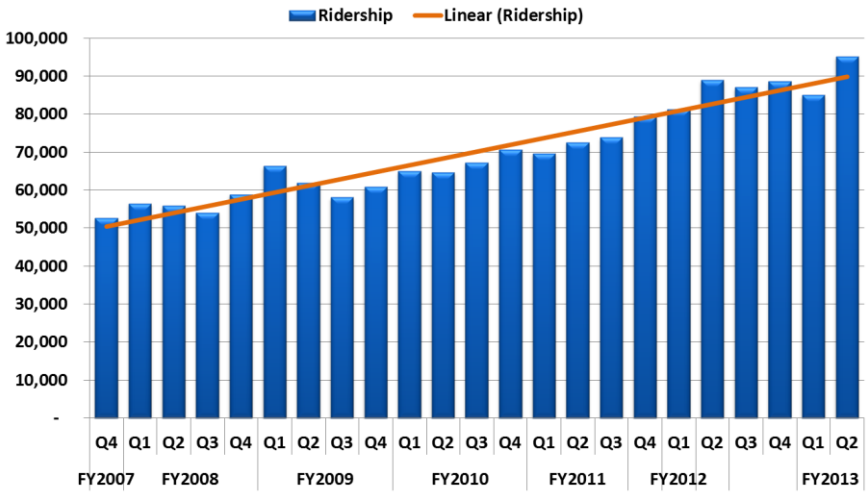
- Express service;
- Expanded weekend service; and
- Expanded span of service on both weekends and weekdays.

Similarly as ridership has grown over the last two years, Omnitrans seeks to improve service quality by improving travel times and on-time performance. Increased ridership slows travel times, which adversely impact on-time performance and transfer ease unless adjustments are made.

2.1 Express Service Growth Opportunity

Express service, which is the Route 215 connection between Downtown San Bernardino and Downtown Riverside, has been one of Omnitrans fastest-growing mature routes over the last five years. During FY2012, the route grew at 17% over twice as fast as other routes. This came on the back of 8% and 10% growth in the previous years, when fixed route ridership was flat. During FY2013, growth has slowed to 5% as the route has reached near capacity. Quarterly growth on express service can be seen in Exhibit 4 to the right.

Exhibit 4: Express Route Quarterly Ridership



This continued growth has shown the demand that riders have for freeway-based express service. To further study this demand, Omnitrans conducted a survey of nearly 400 express route passengers during November 2012 to determine their appetite and willingness to pay for additional express services.

The Express Service survey indicated that 63.9% of current express riders were interested in additional express service operated by Omnitrans. Furthermore, 50.1% of riders surveyed indicated that they were willing to pay a premium for express service. Of those that said they would pay a premium for express service, 76% indicated a willingness to pay at least $0.50 more per trip than current fare. This interest and strong willingness to pay coupled with the growth Omnitrans already sees in the offered express service are strong evidence that there is building demand for express service.

Omnitrans staff had believed that the key express freeway service corridors would connect the City of San Bernardino and Fontana to Ontario and Montclair. The survey results indicated that the highest demand for additional services were primarily from east valley locations to Ontario. Another key location identified which had not been identified earlier was a desire to connect with Corona. Staff has prepared several routing alternatives.

Omnitrans Express Riders Boarding Route 215 in Downtown Riverside

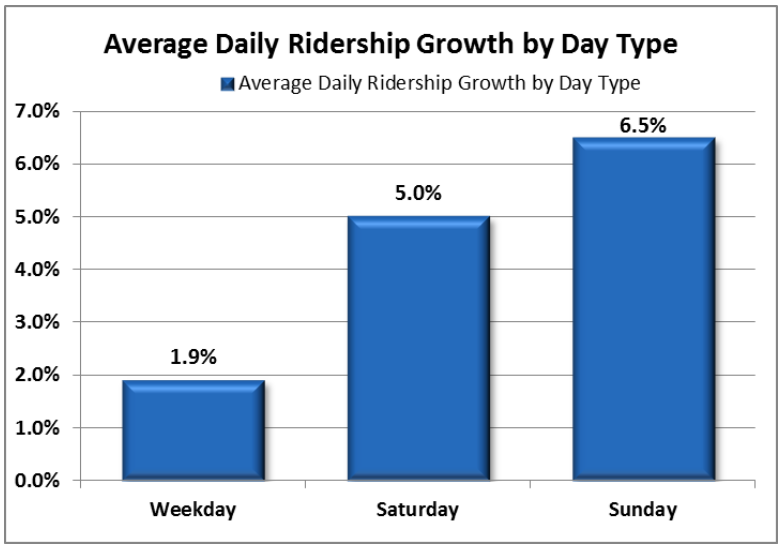
2.2 WEEKEND SERVICE OPPORTUNITY

Passengers routinely ask for additional weekend service. The primary requests are tied to retail and hospitality workers that are trying to utilize transit to secure weekend access to work in addition to the weekday ridership that they already utilize. Omnitrans weekend service provides coverage service but the reduced frequency and span of service significantly elongate trips on weekends making weekend travel more cumbersome.

During service reductions implemented in September 2010 in response to funding reductions tied to the economic downturn, weekend service was heavily curtailed. Two routes were completely eliminated on Saturdays and Sundays. These routes and these day types were selected due to declining ridership trends at the time.

During the last year, however, the trend has reversed as can be seen in Exhibit 5 to the right, Sunday ridership has grown at 6.5% over three times as quickly as weekday ridership which was growing at

Exhibit 5: FY2013 Ridership Growth Rate by Day Type



1.9%. Saturday ridership is growing at 5%, more than double weekday ridership. The typical goal would be to further encourage ridership growth by at worst maintaining weekend ridership service levels, and at best strategically improving ridership on key weekend routes. In May 2012, staff utilized some internally found service efficiencies to expand service on five key routes on Saturdays.

The growth on weekend service needs to be developed with funding support based on proven growth opportunities.

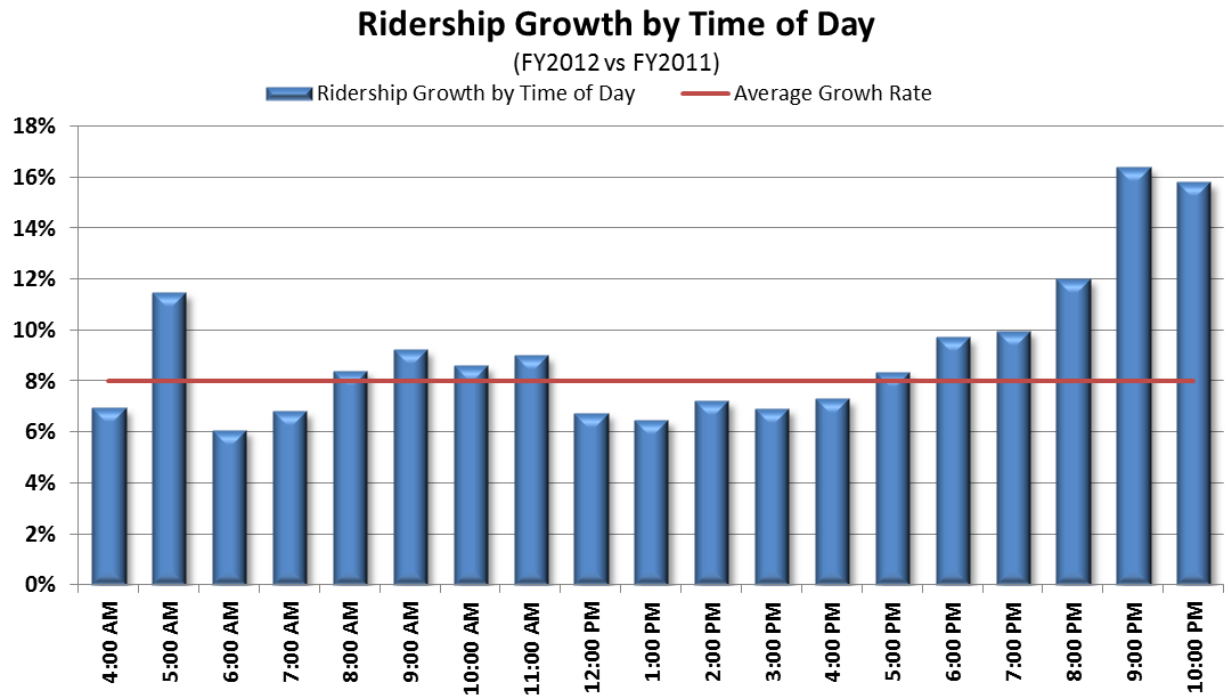
2.3 SPAN OF SERVICE OPPORTUNITY

Similar to weekend service improvement requests, retail, hospitality and logistics workers have been steadfast in their requests for service both in the early AM and late PM. Omnitrans evaluates these requests as they come in, however, with the strained funding environment it has been difficult to dedicate resources to expanded service without some ability to get longer term visibility in the transit funding stream in the San Bernardino Valley.

Route 215 transports passengers at night. This route operates until 10:00 P.M. but regularly receives requests to operate later.

While the request for extended service has been consistent over the last five years, riders are now demonstrating their desire with increased travel patterns particularly in the late evening. As seen in Exhibit 6, average weekday ridership between FY2011 and FY2012 was 8%. Bars that are seen above the 8% redline represent time periods growing faster than the system average. The largest growth rates are after 8:00PM, which are growing at nearly twice the overall growth rate.

Exhibit 6: Average Weekday Ridership by Hour of Day



The morning period that is seeing the highest growth is at 5:00 AM. This growth can be further dissected to determine exact routes and locations that are driving the growth opportunities.

With retail, hospitality and logistics workers leading the demand for longer service span, the need to get workers from home to work by 8:00 AM and back at 5:00 PM is no longer the relevant metric. More relevant to these shift workers are early morning shifts starting at 6:00 AM and for evening shifts ending at 9:00 PM or later. Currently, 20.6% of residents in Omnitrans service area have access to transit that would get them to employment centers in San Bernardino by 6:00 AM; and 22.5% have access to get them to employment centers in Ontario & Montclair. Looking at the late evening trip home starting at 9:00 PM; 27.1% of residents have access to bus service to get home from an employment center in San Bernardino and 25.0% from an employment center in Ontario & Montclair.

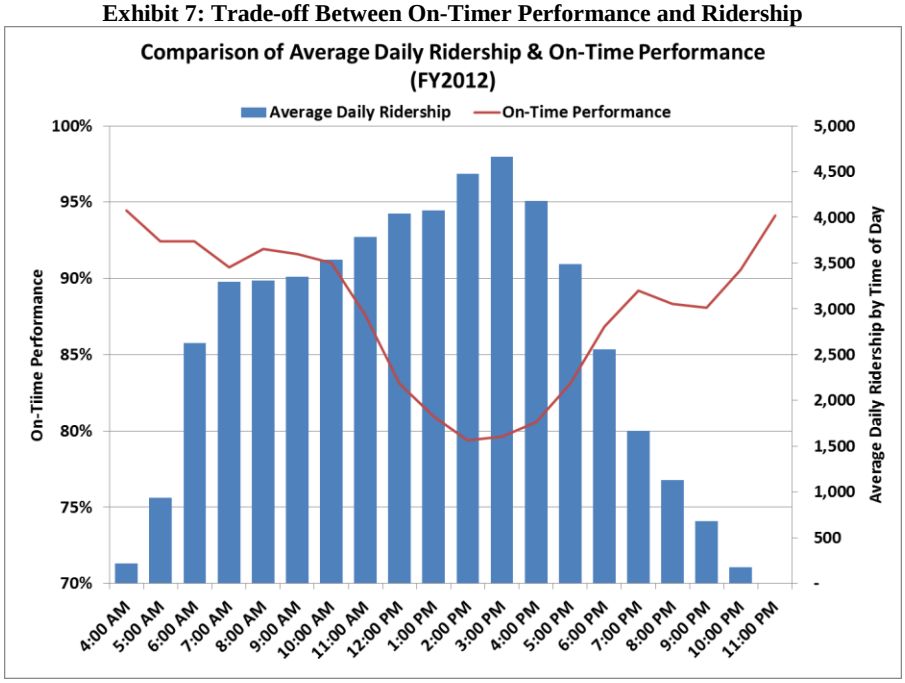
Riders have shown that they value expanded span because they have been using the latest and earliest trips in greater numbers. Omnitrans must work to extend these hours or at worst maintain service levels.

2.4 Service Quality Improvements

While Omnitrans has benefited from rising ridership, Omnitrans passengers are faced with the corresponding consequences of rising ridership. These include a greater number of standees on board, crowding on buses, reduced on-time performance and slower travel times as the routes are slowed to pick-up and drop off the additional riders.

No service quality impact has been as evident at the tradeoff between increased ridership and on-time performance. Exhibit 7 shows tradeoff whereas ridership increases, on-time performance falls. While this tradeoff is known, growing ridership will continue to place pressure on on-time performance.

Exhibit 7: Trade-off Between On-Timer Performance and Ridership



Ultimately, the long-term solution to improve on-time performance requires additional resources. Staff has managed to use a series of patches to maintain on-time performance in the mid-80% range, which is strong compared to many industry peers but remains below Omnitrans own goal of 90% on-time.

During FY2013 year-to-date, on-time performance has fallen to 85.1%. While 85.1% is below Omnitrans on-time performance standard, it does match the closest available peer data available of 82%. The ability to seek improvements through patches and scheduling tweaks is narrowing, and future improvements in on-time performance will be tied to fundamental decisions to dedicate resources to the on-time performance goal.

The relative importance of on-time performance versus breadth of service needs to be further discussed, as the financial picture becomes clearer.

2.5 PRODUCTIVITY VERSUS COVERAGE SERVICE

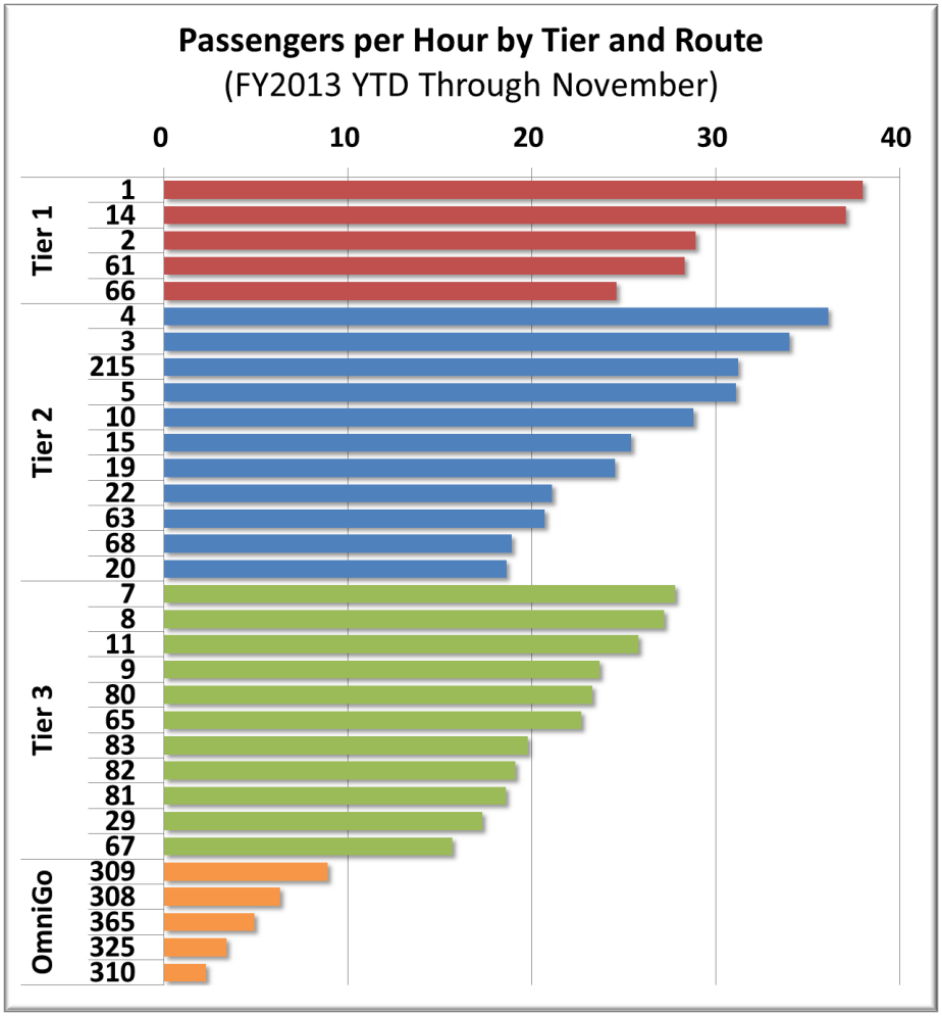
The introduction of sbX is another step in Omnitrans reaching our 65%/35% split between Productivity-Oriented and Coverage-Oriented service.

Ridership on productivity-oriented routes has an average of 30.3 passengers per hour. Ridership on coverage-oriented services is 21.2 passengers per hour.

This increase in productivity with higher frequency helps to reduce the cost per passenger and the subsidy per passenger. The subsidy per passenger on higher frequency productive service is $2.15 per passenger, which is 37% lower than the $3.43 subsidy per passenger on coverage oriented service.

One of the primary drivers behind the higher ridership, higher productivity and lower subsidy per passenger of productivity-oriented services is the increased frequency of these services. Higher frequency service generates additional ridership because higher frequency service reduces transfer and wait times, reduces the need to strictly coordinate schedules, improves the travel time of routes, and overall reduces customers time in transit between their origin and destination.

Exhibit 8: FY2013 YTD Passenger per Hour by Tier of Service and Route



Looking at the productivity by route and tier as shown Exhibit 8 provides some guidance as to routes that are in line for increased frequency and straight-lining of the route in order to move the route to more productivity-oriented services. Routes that perform near the top of their respective tiers are logical candidates for service enhancements. As funding improves in the San Bernardino Valley, consideration should be provided to expanding service on these few key corridors such as 3/4, 215 and 5 for tier 2 routes and 7, 8 and 11 for tier 3 routes.

While Omnitrans is not recommending any of these service enhancements for FY2014, these enhancements will be evaluated in the upcoming Short Range Transit Plan. Transit funding decisions within the Valley should consider these as viable opportunities to improve mobility options for our residents.

3. COMPREHENSIVE OPERATIONAL ANALYSIS (COA) UPDATE

SANBAG contracted AECOM to conduct a COA of Omnitrans. The project kicked off in March 2011. At that time, it was expected to be completed within a year. The project consists of three phases: Phase I Existing Conditions; Phase II Service Alternative Recommendations; and, Phase III Implementation Plan.

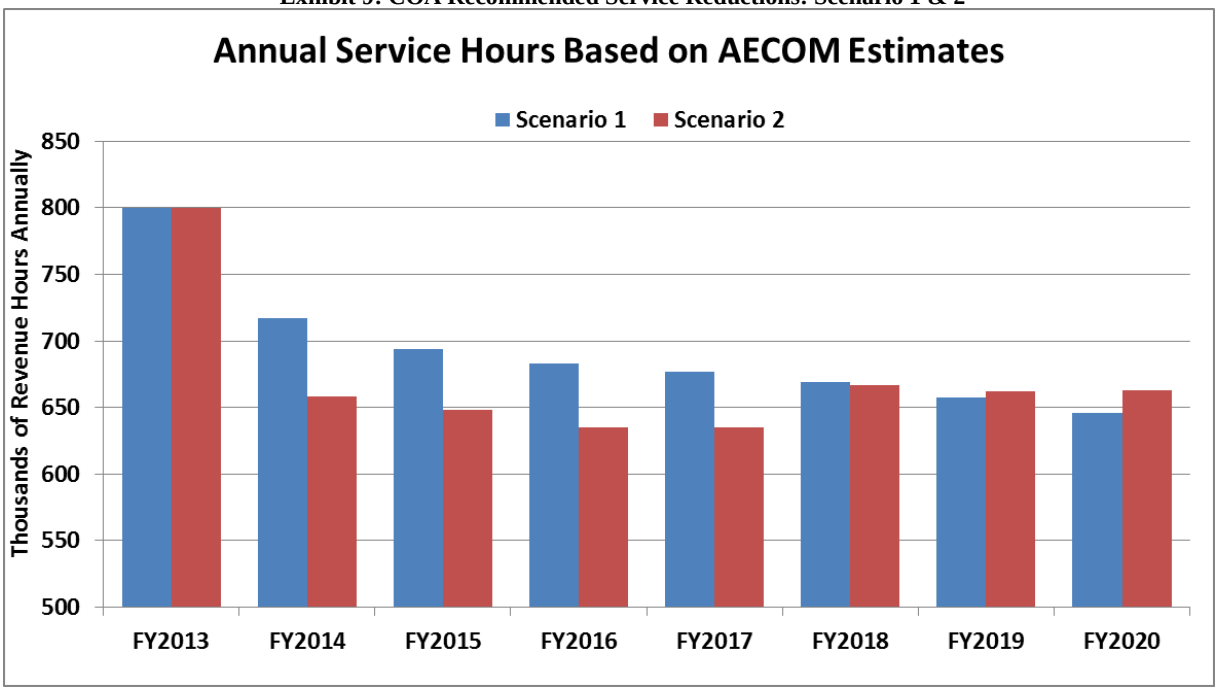
Phase I includes a review of Omnitrans services, financial projections, service policy evaluation, public outreach, a review of Omnitrans administrative functions and an analysis of alternative service delivery methods.

Phase II includes the development of service alternatives and public outreach.

Phase III includes an implementation plan was delivered and reviewed. As of May 2, 2013, SANBAG has a completed COA report that will be brought to the Ad Hoc Committee and to the SANBAG Board with a revised funding plan, during the next few months.

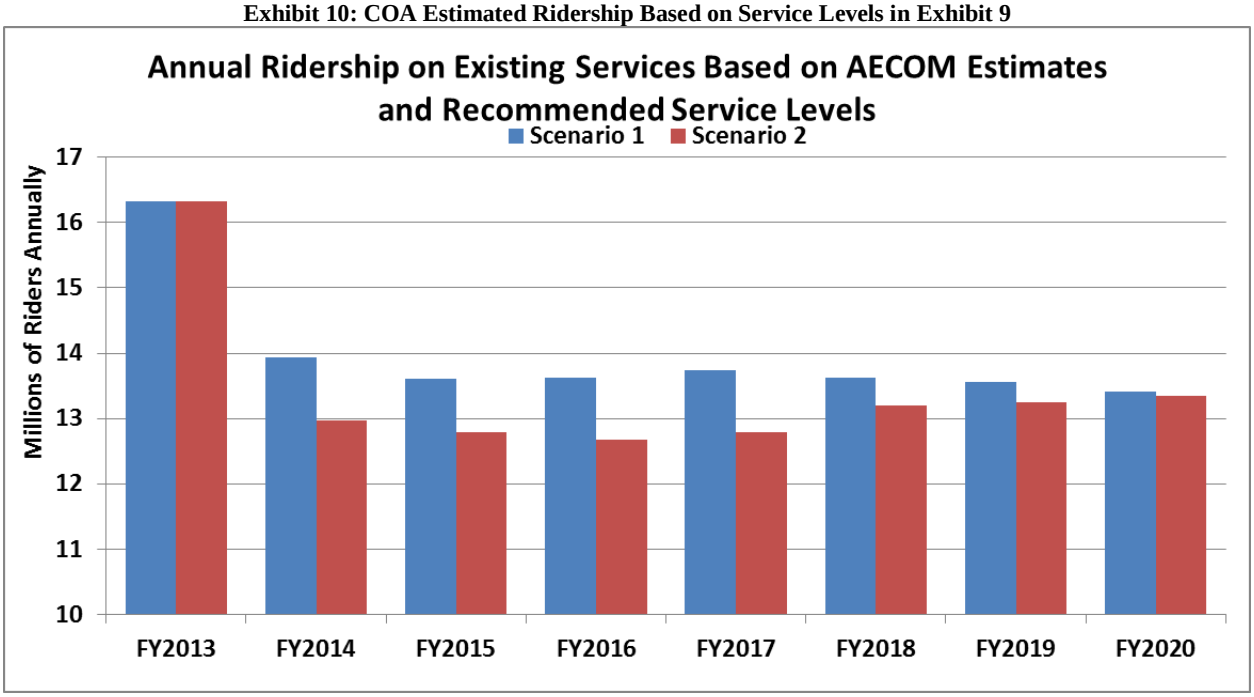
The COA projected service levels are shown in Exhibit 9. These reductions were based on previous financial projections from within the COA. AECOM's projection for ridership can be seen in Exhibit 10. The financial projections that developed the service and ridership forecasts have subsequently been updated through the collaborative efforts of SANBAG and Omnitrans led by the joint ad hoc committee. The new forecasts for service and ridership will be brought back to the Omnitrans Board as part of the FY2015-2020 Short-Range Transit Plan.

Exhibit 9: COA Recommended Service Reductions: Scenario 1 & 2[1]



[1] Data derived from AECOM's Phase II Report Chapter 1, dated December 7, 2012.

Exhibit 10: COA Estimated Ridership Based on Service Levels in Exhibit 9



Currently, SANBAG and Omnitrans are working together to close out the project. Once completed, Phase I and II materials will be provided to the respective policy boards through the ad hoc committee.

Now that a consistent financial projection has emerged, this will provide Omnitrans with an opportunity to build upon the work from AECOM and SANBAG to develop the FY2015-2020 Short-Range Transit Plan. The SRTP will take into consideration the COA recommendations, Omnitrans internal practices and a mutual agreement between SANBAG and Omnitrans on the funding environment over the next seven years.

4. PROPOSED FY2014 SERVICE

Omnitrans staff proposes no changes to existing services during FY2014. This recommendation is based on the need to integrate the recommendations from the COA and plan service in accordance to the newly received funding levels estimates provided to Omnitrans.

Omnitrans is pleased to bring the sbX Green Line into service in FY2014. This is expected to occur during the third quarter. sbX will offer a new premium service to Omnitrans' family of services with faster travel times and higher-end amenities.

Omnitrans' full family of service offerings can be seen in Exhibit 11 below. The following subsections are dedicated to providing service details by service offering.

Exhibit 11: Omnitrans Family of Service Offerings

Service	Type	Brand	Image	Description
Fixed Route	Bus Rapid Transit (BRT) *Early 2014*	sbX		BRT service mirrors light-rail service with dedicated amenities, stations and significantly reduced travel times while utilizing dedicated BRT buses. sbX utilizes standalone stations with level boarding, pre-paid fares, dedicated lanes, signal prioritization, and limited stop spacing to achieve faster service.
	Local	Omnitrans		Traditional large bus service operating on a set route with a set schedule at defined frequencies. Routes travel in mixed flow traffic with stops placed approximately every 0.2 miles.
	Express	Omnitrans		Freeway bus service using a traditional large bus on a set route with a set schedule and frequency that is designed to connect two or more areas of highly concentrated activity. Route(s) typically travel mostly by freeway and stops are placed several miles apart.
	Community Circulator	OmniGo		Smaller bus service designed to offer lifeline mobility for areas with relatively low population and employment density. OmniGo provides service to key locations within Grand Terrace, Chino Hills and Yucaipa. The service operates in mixed flow traffic with frequent stop placement.
Demand Response	ADA Paratransit	Access		Curb-to-curb service provided to comply with the Americans with Disabilities Act (ADA) that is complementary to fixed-route service, and is provided within ¾-mile of a fixed route. Beyond-the-boundary Access service extends Access past the ¾-mile fixed route boundary to the edge of each JPA member city, for a nominal fee.
	General Public Dial-a-ride	OmniLink		Curb-to-curb general public lifeline service in Chino Hills and Yucaipa for cities where traditional fixed route service have not historically been efficient due to the intensity of activity and the lack of directness of the road network.

4.1 Fixed Route Directly Operated Service

Omnitrans directly operates 27 weekday fixed bus routes in the San Bernardino Valley. Omnitrans' goal is to reach having 65% of fixed route service designated as productive service and 35% designated as coverage service. Coverage service provides lifeline service to communities that would not have bus service otherwise. Productive service is made up of trunk routes along major arterial corridors that operate higher frequencies. Omnitrans' system map is provided in Exhibit 17.

Service frequency on productivity-oriented service is every 15 or 20 minutes. Depending on ridership levels, coverage service is offered at service frequencies of every 30 or 60 minutes. Omnitrans weekday span of fixed route service is from 3:48 A.M. until 11:13 P.M., but varies by route.

Riders Boarding Omnitrans Route 14 at Fontana Transit Center

For each service type, estimated year-end FY2013 fixed route service characteristics are compared to planned FY2014 service. Two versions of the planned FY2014 service are shown: 1) a projection for FY2014 that assumes a half year of sbX service, and 2) an annualized projections number which assumes that sbX service runs for an entire year. Effectively, the annualized FY2014 data shows a steady-state estimate for FY2015 and beyond.

Exhibit 12 shows that revenue hours are essentially unchanged with a projected decrease of 0.2% from 589,000 revenue hours to 587,000 hours between FY2013 and FY2014. The decrease is the result of a frequency reduction on Route 2 that is scheduled to occur alongside the introduction of the sbX Green Line. Conversely, revenue miles on traditional fixed route service edge up slightly as Route 2 service will be extended north of California State University, San Bernardino to mirror sbX service.

Exhibit 12: Directly Operated Fixed Route Service Characteristics Summary

Motor Bus Directly Operated (MBDO) Excludes sbX (in Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial	Fare Revenue	$ 13,137	$ 13,461	$ 13,249	$ 13,196	$ 13,289	$ 13,024
Operating Data	Revenue Miles	8,274	7,650	7,550	7,519	7,539	7,467
	Total Miles	8,901	8,236	8,137	8,102	8,116	8,034
	Revenue Hours	638	593	585	589	587	581
	Total Hours	667	619	612	615	613	607
	Passengers	14,307	14,320	15,523	15,672	15,783	15,468
Fleet Data	Peak Revenue Fleet	139	131	136	136	136	136
Key Stats	Passengers per Hour	22.4	24.2	26.5	26.6	26.9	26.6

The total number of passengers carried on directly operated fixed route service is projected to grow 0.7% from 15.6 million passengers to 15.7 million. Ridership is projected to have some organic growth during FY2014 because fuel prices are projected to remain high through at least the first few months of the fiscal year and most economic signs still point to only a gradual reduction in the unemployment rate in the area. Nationwide, the transit industry is seeing ridership gains of 1.2% during the 2012 calendar year and Omnitrans has over the last two years exceeded the industry average.

4.2 Fixed Route Purchased Transportation Service

Omnitrans contracts approximately 0.5% of fixed route service with the same contractor that operates Omnitrans' demand response service offering. Omnitrans uses purchased transportation to provide two types of fixed route service: 1) weekend service on routes that consistently have low weekend loads; and, 2) OmniGo local circulator service. The use of purchased transportation on weekends is designed to match a smaller cutaway vehicle with a 16-18 passenger capacity to routes that rarely see more than 16 passengers on board at one time. OmniGo is a neighborhood shuttle service that uses these same smaller vehicles in regular fixed route service. The OmniGo program was designed to augment OmniLink after multiple years when the standalone version of OmniLink did not meet productivity and efficiency standards.

Seniors from the Grand Terrace Senior Center Trying OmniGo

Students at Chino Hills High School board an OmniGo Tripper after school.

As seen in Exhibit 13, revenue and total hours and miles are expected to remain effectively flat during FY2014. Contracted fixed route service is expected to provide 28,000 hours of revenue service and 370,000 miles of service. Neither figure changes significantly from FY2013. On an ongoing basis, the annualized projections and the FY2014 projection are the same for this service because the introduction of sbX service is not expected to impact OmniGo service or riders.

Ridership on purchased fixed route service is expected to grow at 1.5% with a rise to 157,000 passengers compared to 155,000 estimated at year end FY2013.

Exhibit 13: Purchased Transportation Fixed Route Service Characteristics Summary

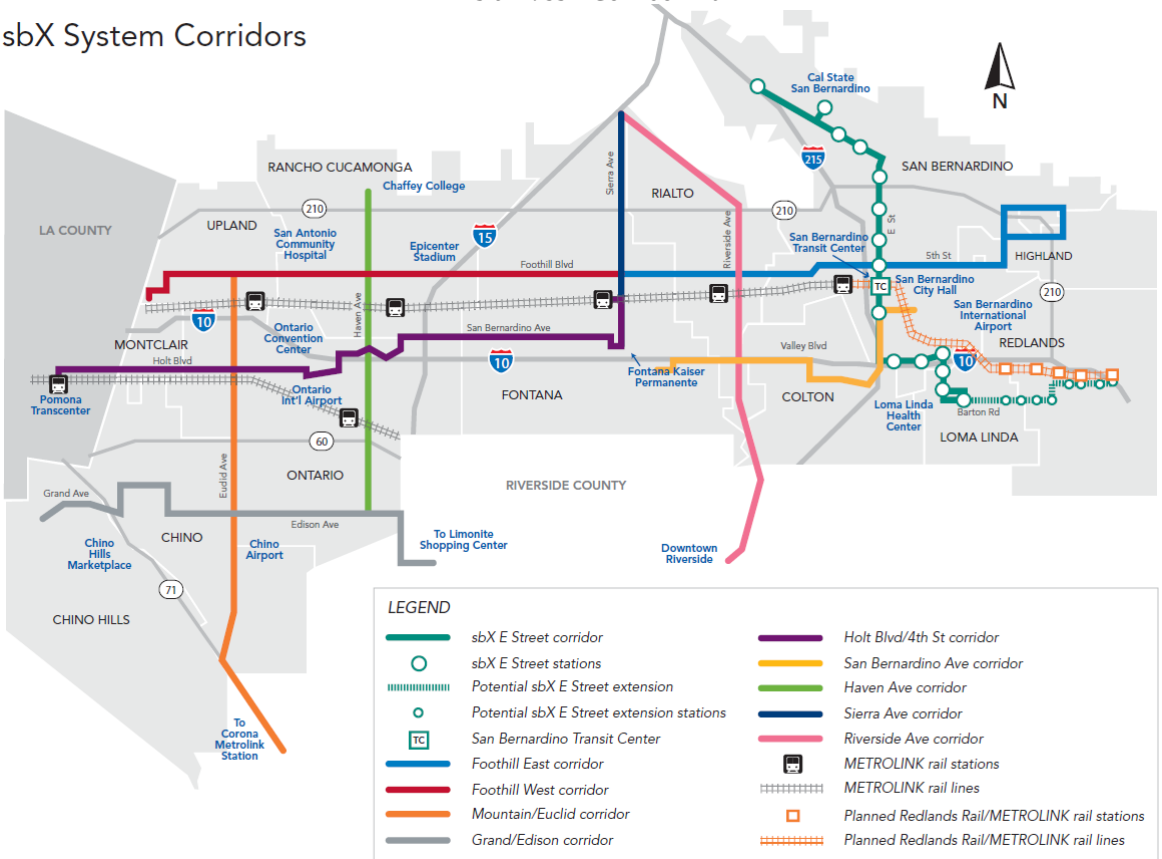
Motor Bus Purchased Transportation (MBPT) (in Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial	Fare Revenue		$ 69	$ 110	$ 130	$ 132	$ 132
Operating Data	Revenue Miles		279	360	371	370	370
	Total Miles		324	417	435	434	434
	Revenue Hours		22	27	28	28	28
	Total Hours		24	29	30	30	30
	Passengers		117	150	155	157	157
Fleet Data	Peak Revenue Fleet		7	7	7	7	7
Key Stats	Passengers per Hour		5.3	5.5	5.6	5.7	5.7

Productivity for purchased fixed route service is projected to reach 5.7 passengers per hour. This is considerably less than the 27.1 passengers per hour expected on directly operated fixed route service, but is also a strong improvement over the 2.9 passengers per hour on OmniLink service that OmniGo partially replaced.

4.3 SBX SERVICE

Following two years of construction, Omnitrans will launch the first sbX corridor into service in FY2014. The 10 corridor sbX plan is provided in Exhibit 15. The E Street Corridor, the sbX Green line, is called out in green with stations identified.

Exhibit 14: sbX Corridor Plan



The details provided below in the FY2014 projection assume a start date in January 2014. While this is likely a few months before sbX begins revenue service, testing and training will consume hours and miles which are included in Exhibit 15.

Prior to the full implementation of sbX, Omnitrans staff will bring two documents to the Board of Directors: 1) The final Operations and Maintenance (O&M) Plan for sbX; and, 2) A Title VI Report tied to the introduction of sbX.

The O&M Plan will include operating policies and standards for the service. The O&M plan will also include the marketing efforts, promotional fares and other kick-off related items that are expected to accompany the launch of the new service. When the O&M Plan is presented and approved the forecasts provided here will be updated to match the actual launch of sbX.

The O&M Plan will also include a recommendation for how sbX service will operate. As shown in the two sub-sections above, Omnitrans currently utilizes both directly operated and purchased fixed route operations. In the O&M Plan process, a detailed evaluation of contracting versus directly operating service will be considered. This is being evaluated concurrently with an evaluation of the driver's memorandum of understanding (MOU) in order to determine the most advantageous way to operate sbX.

The Title VI Service Equity Analysis will be provided to the Board as a Federal Transit Administration (FTA) requirement to show that coinciding with the plan presented and approved the actual implementation and operation of sbX will not have an adverse impact on the Low-Income or Minority population.

Exhibit 15: sbX Service Characteristics Summary

Bus Rapid Transit (BRT) sbX (Not included in MBDO or MBPT, TBD)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial	Fare Revenue					$ -	$ 1,221
Operating Data	Revenue Miles					275	553
	Total Miles					284	570
	Revenue Hours					14	28
	Total Hours					16	32
	Passengers					724	1,454
Fleet Data	Peak Revenue Fleet					11	11
Key Stats	Passengers per Hour					51.9	51.9

During FY2014, sbX is expected to log 14,000 hours of service and 275,000 miles. These figures effectively double if sbX service were annualized for a year.

Ridership on sbX is expected at 724,000 riders for FY2014, should service begin in January. This will grow to 1.4 million riders during sbX's first full year of service.

Due to the improved travel times, boarding times and reduced wait times associated with BRTs like sbX, productivity on this route will stretch Omnitrans to new heights. The route is estimated to have 51.9 passengers per hour, nearly 90% higher than a traditional local route. This is estimated to occur due to increase demand associated with this type of premium service and the

efficiency gains from dedicated travel lanes, traffic signal prioritization, off-board fare payment and multi-door boarding.

sbX's fare revenue for FY2014 has not been estimated at this time. There are two key factors that will determine the revenue forecast. First is the marketing/promotional period plan for the launch of sbX. A yet-to-be-determined recommendation will be brought to the Board as part of the sbX O&M Plan later in the year. The availability and duration of the promotion will impact the estimated fare revenue. Similarly, even slight adjustments to the launch schedule will impact the estimated revenue collected. Rather than forecast revenue by assuming decisions that have not been made yet, the most conservative approach has been taken which is no sbX revenue collected during FY2014. This assumption provides the ability to create a worst case fare revenue assumption for farebox calculation for general public service in FY2014.

During sbX's first full year of revenue service, sbX is estimated to expand fare revenue by $1.2 million which is approximately $0.84 per passenger.

4.4 Combined Fixed Route Service

Omnitrans' combined fixed route service is the summation of directly operated fixed route, fixed route purchased transportation and sbX. In total, Omnitrans will operate 33 fixed routes: 25 of these are solely directly operated services; two routes are mixed with directly operated service on weekdays and purchased transportation on weekends; five routes are exclusively purchased transportation; and, sbX. The dynamics driving the changes seen in Exhibit 16 were explained in detail in sections "4.1 Fixed Route Directly Operated Service," "4.2 Fixed Route Purchased Transportation Service," and "4.3 sbX Service."

Omnitrans anticipates offering 8,187,000 revenue miles and 628,000 hours of fixed route service during FY2014. This is an increase of 3.7% and 1.9% respectively. While no individual service category changes, the introduction of sbX increases the total service offered as can be seen in Exhibit 16.

Exhibit 16: Total Fixed Route Service Characteristics Summary including both Directly Operated, Purchased Transportation and sbX

Total Fixed Route (in Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial	Fare Revenue	$ 13,137	$ 13,530	$ 13,359	$ 13,326	$ 13,421	$ 14,377
Operating Data	Revenue Miles	8,274	7,929	7,910	7,890	8,184	8,390
	Total Miles	8,901	8,560	8,555	8,537	8,834	9,038
	Revenue Hours	638	615	612	617	628	637
	Total Hours	667	643	641	645	658	668
	Passengers	14,307	14,437	15,674	15,827	16,664	17,079
Fleet Data	Peak Revenue Fleet	139	138	143	143	154	154
Key Stats	Passengers per Hour	22.4	23.5	25.6	25.7	26.5	26.8

Corresponding to the increase in service offerings, Ridership is projected to reach 16.6 million riders in FY2014 and grow to 17.0 million riders during sbX's first full year in service. This brings about a total increase in ridership of 5.3% expected for FY2014 assuming sbX starts in

January 2014. Of this increase, there was a 1.5% organic growth rate that was expected to occur in existing service coupled with the growth provided from sbX.

The addition of sbX to the Omnitrans family of service is expected to continue to improve Omnitrans' productivity. This can be seen in the ongoing increases in passengers per hour. In FY2010, passengers per hour were 22.4 and it has grown each year since. Passengers per hour are anticipated to reach 26.5 in FY2014 and then grow to 26.8 during sbX's first full year of service.

Looking at all fixed route service combined, there are three primary elements needed to describe a route. The first is the route map which shows where the routes are serving. Omnitrans' current route network can be seen in Exhibit 17.

The next key route dimension is its span of service. The span of service is the hours of operation of each route in the system. Exhibit 19 shows the span of service. During the course of the year, the service spans on individual routes are adjusted to accommodate runtime and scheduling issues that arise because of changes in ridership patterns or travel times.

Lastly, a route is defined by its headway or frequency. A headway describes the number of minutes between two buses traveling on the same direction on a route. The frequency is the number of buses that pass by the same location in an hour. Thus a route with a 15-minute headway has a frequency of 4 buses per hour. Exhibit 20 provides headways by route.

Compared to January FY2013, there are no proposed changes to service frequency, headways or span of service other than the introduction of sbX.

A busy bus stop on the northern loop of Route 82 in Fontana.

Exhibit 17: Omnitrans System Map as of January 2013

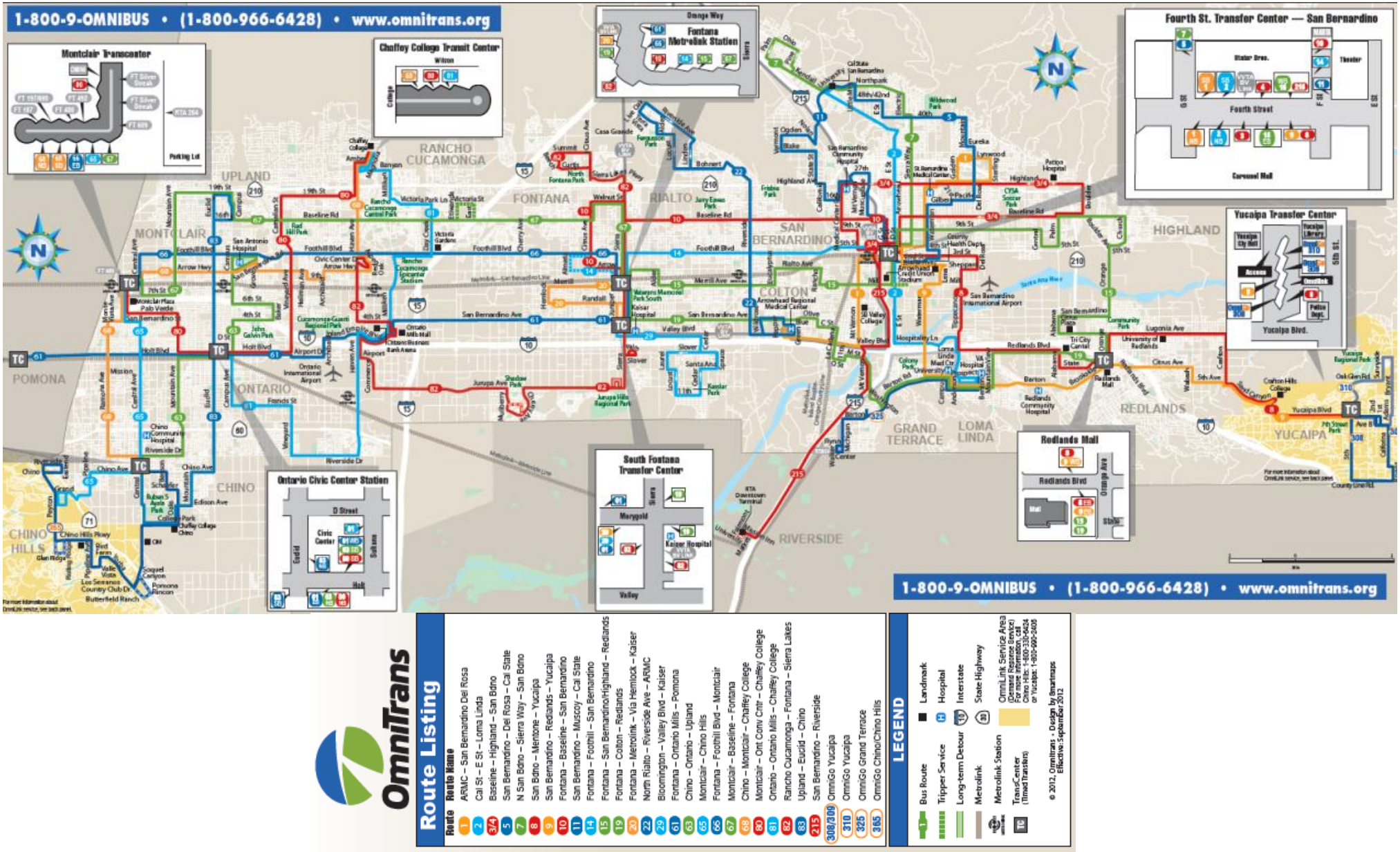


Exhibit 18: Omnitrans Routes: Productivity Oriented and Coverage Oriented Service

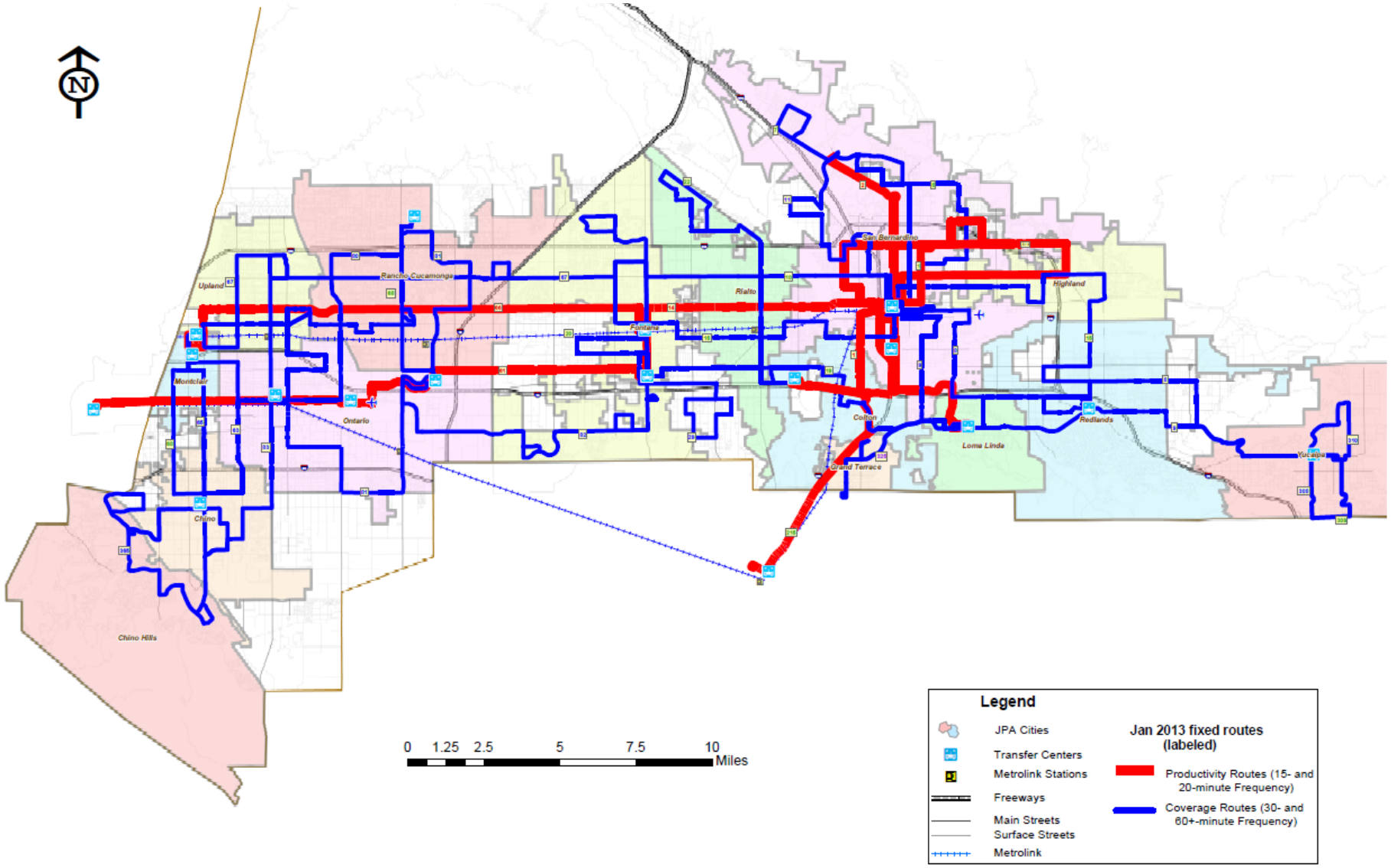


Exhibit 19: FY2014 Service Span by Route

		FY2014 Service Hours		
Rt	Route Name	Weekday	Saturday	Sunday
Fixed Route EAST VALLEY				
1	ARMC-San Bernardino-Del Rosa	4:50-22:49	6:07-21:00	6:07-19:40
2	Cal State-E Street-Loma Linda	4:30-22:55	6:30-21:24	6:30-19:30
3	Baseline-Highland-San Bernardino	4:36-23:13	6:04-20:54	6:09-19:15
4	Baseline-Highland-San Bernardino	4:32-22:56	6:22-20:54	6:14-19:24
5	San Bernardino-Del Rosa-Cal State	4:51-22:23	6:48-21:34	6:33-19:34
7	N. San Bernardino-Sierra Way-San Bernardino	6:13-19:52	7:16-18:48	8:08-17:58
8	San Bernardino-Mentone-Yucaipa	4:50-21:17	6:43-19:22	8:05-19:00
9	San Bernardino-Redlands-Yucaipa	5:29-22:03	5:13-22:01	7:05-18:43
10	Fontana-Baseline-San Bernardino	5:10-20:18	6:20-19:25	7:20-18:18
11	San Bernardino-Muscoy-Cal State	5:28-22:17	6:50-18:44	7:17-19:22
14	Fontana-Foothill-San Bernardino	3:48-23:09	6:05-22:28	6:05-19:24
15	Fontana-San Bndo/Highland-Redlands	5:15-22:39	7:14-19:32	6:37-19:32
19	Redlands-Colton-Fontana	4:50-22:30	5:58-19:35	6:15-19:00
20	Fontana Metrolink-Via Hemlock-Kaiser	4:51-21:41	6:26-18:26	6:56-17:56
22	North Rialto-Riverside Ave-ARMC	5:00-22:23	7:35-18:59	6:35-19:35
29	Bloomington-Valley Blvd-Kaiser	6:45-18:35	7:45-18:35	n/a
215	San Bernardino-Riverside	5:05-22:00	6:35-22:00	7:05-19:00
308	OmniGo Yucaipa	6:11-19:25	7:00-20:25	8:00-18:25
309	OmniGo Yucaipa	6:14-20:55	7:00-20:25	7:30-18:39
310	OmniGo Yucaipa	6:00-19:54	n/a	n/a
325	OmniGo Grand Terrace	5:08-20:22	7:17-18:14	8:27-18:14
sbX	Green Line	6:00-20:00	n/a	n/a
Fixed Route WEST VALLEY				
61	Fontana-Ontario Mills-Pomona	4:20-23:08	5:55-22:34	6:05-19:49
63	Chino-Ontario-Upland	5:45-20:36	6:43-18:41	6:38-19:26
65	Montclair-Chino Hills	4:36-22:34	6:40-19:30	6:40-19:30
66	Fontana-Foothill-Montclair	4:19-23:12	5:46-22:15	5:51-19:29
67	Montclair-Baseline-Fontana	5:37-20:22	n/a	n/a
68	Chino-Montclair-Chaffey College	4:40-23:01	6:05-19:25	n/a
80	Montclair-Ontario Conv Ctr-Chaffey College	4:33-21:24	6:30-19:40	6:30-19:40
81	Ontario-Ontario Mills-Chaffey College	4:12-22:20	n/a	n/a
82	Rancho Cucamonga-Fontana-Sierra Lakes	4:35-22:00	6:14-19:10	6:14-19:10
83	Upland-Euclid-Chino	5:49-21:44	5:51-20:36	5:51-19:37
365	OmniGo Chino Hills	4:59-22:09	6:04-18:59	6:05-17:59

Exhibit 20: FY2014 Service Headway by Route

		FY2014 Headways		
Rt	**Route Name**	**Weekday**	**Saturday**	**Sunday**
Fixed Route EAST VALLEY				
1	ARMC-San Bernardino-Del Rosa	15/30	30	30
2	Cal State-E Street-Loma Linda	15/30	20	20/30
3	Baseline-Highland-San Bernardino	15/20	20	20
4	Baseline-Highland-San Bernardino	15/20	20	20
5	San Bernardino-Del Rosa-Cal State	30/35	60	60
7	N. San Bernardino-Sierra Way-San Bernardino	30/60	60	60
8	San Bernardino-Mentone-Yucaipa	60	60	120
9	San Bernardino-Redlands-Yucaipa	60	60	120
10	Fontana-Baseline-San Bernardino	30/60	60	60
11	San Bernardino-Muscoy-Cal State	60	60	60
14	Fontana-Foothill-San Bernardino	15	15/30	15
15	Fontana-San Bndo/Highland-Redlands	30	60	60
19	Redlands-Colton-Fontana	30	60	60
20	Fontana Metrolink-Via Hemlock-Kaiser	30	60	60
22	North Rialto-Riverside Ave-ARMC	30	60	60
29	Bloomington-Valley Blvd-Kaiser	60	60	n/a
215	San Bernardino-Riverside	30	60	60
308	OmniGo Yucaipa	30/60	30	60
309	OmniGo Yucaipa	30	60	60
310	OmniGo Yucaipa	30/60	n/a	n/a
325	OmniGo Grand Terrace	70	70	70
sbX	Green Line	10/15	n/a	n/a
Fixed Route WEST VALLEY				
61	Fontana-Ontario Mills-Pomona	15	15	15
63	Chino-Ontario-Upland	60	60	60
65	Montclair-Chino Hills	60	60	60
66	Fontana-Foothill-Montclair	15/30	30	30
67	Montclair-Baseline-Fontana	60	n/a	n/a
68	Chino-Montclair-Chaffey College	20	60	n/a
80	Montclair-Ontario Conv Ctr-Chaffey College	60	60	60
81	Ontario-Ontario Mills-Chaffey College	60	n/a	n/a
82	Rancho Cucamonga-Fontana-Sierra Lakes	60	60	60
83	Upland-Euclid-Chino	60	60	60
365	OmniGo Chino Hills	60	60	60

4.5 ACCESS SERVICE – ADA PARATRANSIT SERVICE

Access is public, pre-scheduled service that provides curb-to-curb service upon request to people who are unable to use Omnitrans fixed-route bus service due to a physical or cognitive disability. Access service is complementary to fixed-route service, and is provided to Americans with Disabilities Act (ADA) eligible riders with service within ¾-mile of a fixed route.

There are no specific recommended changes to Access services during FY2014. In line with recent growth trends and the aging of the population, Access demand is projected to grow at 6.0% per year. This follows annual growth of 7.9%, 6.6% and 4.8% for the last FY2011, FY2012 and FY2013 YTD through November, respectively.

A person in a wheelchair boarding an Access van using the wheelchair lift.

During late FY2012, Omnitrans implemented a repeater program for Access. Over time, this allows for the efficient scheduling of regularly occurring trips, which can account for nearly 50% of Access trips. As a result, Omnitrans anticipates an increase in productivity as passengers per hour increases by about 15% from 2.6 passengers per hour to 3.1 passengers per hour.

The impact of the repeater program has only started to take hold during early 2013, but is expected to reach its productivity goals by the end of this fiscal year. To eliminate confusion, Omnitrans recommends replacing its ineffective subscription program, with the recently implemented repeater program. As a result, the fare policy for Access will see a minor modification to identify the repeater program as the new subscription program.

Normally, an increase in Access ridership would cause an analogous increase in service hours and miles. However, due to the expected efficiency gain from the repeater/subscription program we expect to see a reduction in hours and miles of 9%. Details of the Access service are projected in Exhibit 21 below.

Exhibit 21: Access Service Characteristics Summary

Access (in Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial	Fare Revenue	$ 1,298	$ 1,473	$ 1,532	$ 1,542	$ 1,634	$ 1,634
Operating Data	Revenue Miles	2,376	2,568	2,845	2,791	2,547	2,547
	Total Miles	3,011	3,119	3,346	3,258	2,996	2,996
	Revenue Hours	154	160	177	177	161	161
	Total Hours	197	202	218	217	198	198
	Passengers	399	431	459	470	498	498
Fleet Data	Peak Revenue Fleet	90	95	95	95	95	95
Key Stats	Passengers per Hour	2.6	2.7	2.6	2.7	3.1	3.1

4.6 OMNILINK SERVICE

OmniLink is the demand response service currently offered in the cities of Chino Hills and Yucaipa. OmniLink is designed to provide lifeline coverage service in communities with population and job densities that are not typically served efficiently with traditional 40 \-foot fixed-route bus service.

By design, OmniLink service offering and ridership has declined since the implementation of OmniGo in FY2010. Over the last year, OmniLink service has stabilized so that FY2014 is expected to mirror the service provided in FY2013. OmniLink does not appear to be receiving organic growth, as that growth appears to be occurring on the co-located OmniGo services.

During FY2014, OmniLink is expected to provide 6,000 hours of Revenue service and carry 18,000 passengers. With rounding, OmniLink is expected to have a productivity measure of 2.8 passengers per hour. Productivity in OmniLink Yucaipa is expected at 3.2 passengers per hour and OmniLink Chino Hills is expected to operate at 2.1 passengers per hour. Details of OmniLink service can be seen in Exhibit 22 below.

Exhibit 22: OmniLink Service Characteristics Summary

Omnilink		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial	Fare Revenue	$ 91	$ 50	$ 39	$ 32	$ 32	$ 32
Operating Data	Revenue Miles	160	101	95	85	85	85
	Total Miles	243	138	118	121	121	121
	Revenue Hours	15	8	7	6	6	6
	Total Hours	20	11	10	9	9	9
	Passengers	46	24	19	18	18	18
Fleet Data	Peak Revenue Fleet	8	4	4	4	4	4
Key Stats	Passengers per Hour	3.1	2.9	2.8	2.8	2.8	2.8

4.7 SYSTEMWIDE SERVICE

Systemwide service characteristics are the summation of the Fixed Route, OmniLink and Access service characteristics provided in the preceding sections. Fixed route service dominates Systemwide service characteristics because 79% of Omnitrans' FY2014 revenue service is fixed

route compared to 20% for Access and 1% for OmniLink. Fixed route service dominates ridership by a greater extent comprising 97.0% of passenger trips, compared to 2.9% for Access and 0.1% for OmniLink.

Exhibit 23 shows that Omnitrans' total revenue hours during FY2014 are projected to remain effectively flat from FY2013 to FY2014. As described in the individual service descriptions above, service hours on Access are expected to decline slightly by 16,000 hours as scheduling efficiencies are realized tied to the restructuring of the subscription program and tying its use to cash fare. Revenue hours are also reduced on Route 2 in the directly operated fixed route service to coincide with the introduction of sbX service. Increasing service hours for the year is the introduction of the sbX program, which add 14,000 revenue hours. Given these unrelated offsetting changes, Omnitrans Systemwide revenue hours are projected to edge lower by 5,000 hours during the year, a reduction of 0.1%. Once FY2014 is annualized as a baseline year, the revenue hours from sbX increase the annualized service delivery by 0.5%.

Exhibit 23: System-wide Service Characteristics Summary

System Total (in Thousands except vehicles and ratios)		Actuals			Estimate	Projection	Annualized
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2014
Financial	Fare Revenue	$ 14,527	$ 15,053	$ 14,930	$ 14,900	$ 15,088	$ 16,044
Operating Data	Revenue Miles	10,810	10,598	10,851	10,766	10,817	11,023
	Total Miles	12,155	11,817	12,019	11,916	11,951	12,155
	Revenue Hours	807	783	796	800	795	804
	Total Hours	884	857	868	871	866	875
	Passengers	14,751	14,891	16,152	16,315	17,180	17,595
Fleet Data	Peak Revenue Fleet	237	237	242	242	253	253
Key Stats	Passengers per Hour	18.3	19.0	20.3	20.4	21.6	21.9

Systemwide productivity is expected to increase by 5.9% due to efficiencies achieved with the introduction of sbX. This will bring Systemwide passengers per hour to 21.6, up from 20.4 anticipated at the end of FY2013 and 20.3 for FY2012.

During FY2014, Omnitrans is expected to meet its farebox recovery goals even with the conservative forecast that sbX will not bring in fare revenue. The Budget Element includes the detailed farebox recovery estimates for FY2014.

Children exiting a bus in Downtown San Bernardino as nearly 20 people prepare to board.

Overall ridership is expected to increase 5.3% spurred by the growth in sbX and continued organic growth in fixed route service and Access. Omnitrans anticipates crossing the 17.1 million rider mark during the year, which would set a new high for Omnitrans ridership.

The ridership estimate is based on six months of sbX service with the beginning of revenue service in January 2014. Systemwide ridership is expected to increase 1.7% in the months prior to the launch of sbX and at 8.9% in the months following the launch of sbX.

5. FARE STRUCTURE

Omnitrans recommends fare policy based on the requirement of achieving minimum farebox recovery ratio objectives set for Fixed Route, OmniLink, and Access service. Omnitrans is required by the Transportation Development Act to maintain a farebox recovery ratio of at least 20% for its general public services and 10% for ADA service.

Since Omnitrans is meeting its farebox recovery standards, there is no immediate need to implement a fare change during FY2014. During the last fully completed fiscal year (FY2012), Omnitrans achieved a 23.8% farebox recovery rate on general public service and a 12.5% farebox recovery rate on specialized service. These are both in excess of the mandate.

FY2013 year-to-date through November shows that both farebox recovery ratios have increased to 24.8% for general public services and 12.7% for specialized services. This continues to exceed the farebox recovery mandates and shows growth based on increased ridership and Omnitrans ability to maintain costs.

Fare policy strategy is an integral part of a COA and of the Short-Range Transit Plan (SRTP). They key decisions relate to the frequency of fare changes versus the relative size of each fare change. Additional key considerations are the fare multiples and inherent discounts that are utilized in determining day and multi-day passes. This remains a deliverable in the COA, and will be addressed in the SRTP. Rather than implementing a one-year, out-of-sequence fare change in FY2014, the fare change strategy will be developed as part of the fully vetted COA and SRTP process.

5.1 ADMINISTRATIVE FARE POLICY MODIFICATIONS

While Omnitrans is not implementing a fare change during the year, there are three proposed fare policy modifications included in the FY2014 service plan. These modifications effectively change the name or definition of an existing fare category.

The proposed policy modifications are designed to clarify eligibility for the categories and more effectively determine eligibility on the street. The three proposed modifications are: 1) Redefining the current student fare as a youth fare; 2) Clarifying the definition of the Go Smart Fare; and, 3) Replacing the current ineffective subscription program for ADA Access by allowing subscription trips at the cash fare.

A detailed description and rational for each policy modification is described in the following subsections and Exhibit 24 shows a summary of proposed updates.

Exhibit 24: Summary of Proposed Fare Policy Modifications

Service	Category	Current Policy	Proposed Policy
Omnitrans Fixed Route and OmniLink	Student / Youth	**Student:** Proof of age (18 and under) or student status (student I.D. card with current registration). Student category was for any student regardless of age.	**Youth:** Riders 18 years and under with proof of age. Note: College students riders may be eligible for Go Smart.
Omnitrans Fixed Route	Go Smart	The Go Smart fare is a negotiated fare for all students at a partner school so that any student can ride free. The fare is designed to be total fare revenue neutral compared to the absence of the program at the partner school. This is currently estimated at $15 per student per academic year. Prior to entering into a contract with a partner school, the agreement must be approved by the Omnitrans Board of Directors.	The Go Smart fare is a pre-negotiated fare for all riders that attend a partner University, College, Trade/Technical School, or High School, or work at a partner employer. Participants must have an active, valid Omnitrans-compatible photo ID card for fare.
ADA Access	ADA Subscription	A premium service that allows riders that have recurring ride(s) on the same day(s), time(s) and pick-up/drop-off address. The service provides unlimited use on a month-to-month basis.	Fare is the same as cash/ticket fare. Allows riders that have recurring ride(s) on the same day(s), time(s) and pick-up/drop-off address. Requires approval from Omnitrans

5.1.1 Student\Youth Fare

The student fare is currently offered as an option on the purchase on 7- and 31-day passes, and on OmniLink fares. The discount for a student fare ranges between 25% and 33% depending on pass type.

Currently, the student fare is available to anyone 18 years of age and younger or anyone, regardless of age, that can prove student status with a current active ID. During FY2014, the category will be renamed to Youth and be available only to anyone 18 years of age and younger.

During the last two years, Omnitrans successfully implemented the Go Smart program for colleges, universities, high schools and trade schools. This program provides an opportunity for students at partner schools to participate in a discounted pre-paid group fare through their school. The Go Smart program is now the fare category for college, trade school and university students. Renaming the fare for those 18 and under "Youth" will reduce confusion.

Another benefit of the youth category is the ability to draw a cleaner line at the farebox on fare disputes. Since Omnitrans' last fare change September 2009, Student ridership has increased at a compounded annualized rate of 21% per year growing from 11% of ridership in FY2009 to 19% of ridership in FY2013. This growth has given more visibility to the discount offered on student fares. Anecdotal evidence suggests that there has been a rise in the number of adults claiming student status to get the discount. The creation of a youth pass instead of a student pass will help reduce these conflicts, while still giving students over 18 the opportunity to participate in Go Smart through their schools. The ability to better police this fare category tied to age rather than proof of student status should provide for a slight, but undetermined increase in fare revenue.

5.1.2 Go Smart Fare

When the Go Smart Pilot program was created the definition of the fare category was: "The Go Smart fare is a negotiated fare for all students at a partner school so that any student can ride free. The fare is designed to be total fare revenue neutral compared to the absence of the program at the partner school. This is currently estimated at $15 per student per academic year. Prior to entering into a contract with a partner school, the agreement must be approved by the Omnitrans Board of Directors."

Chaffey College Students, the first students to vote in Go Smart, board buses at the Chaffey College Transit Center.

As the program has moved from pilot to a self-funding on-going program, there has been a need to clarify the definition. The removal of the price from the definition makes it easier to negotiate and the ability to expand the definition to colleges, trade schools, universities or employers gives the category more flexibility to grow.

The proposed new Go Smart Definition is: "The Go Smart fare is a pre-negotiated fare for all riders that attend a partner University, College, Trade/Technical School, or High School, or work at a partner employer. Participants must have an active, valid Omnitrans-compatible ID card as proof of fare."

The change in definition of the Go Smart fare will have no financial impact.

5.1.3 ADA Access Subscription Fare

In the late 1990s and early 2000s, Omnitrans had a successful subscription program for Access clients. The subscription program allowed clients to permanently repeat trips without the need for repeatedly making reservations. This "premium service" was provided at a similar cost as regular access service. Omnitrans benefited because these frequently repeated trips could be effectively bundled to reduce costs and improve productivity. At the time, nearly 50% of Access trips were for subscription fares.

In September 2003, Omnitrans changed course to significantly increase the premium for the subscription service. This decision was based on direction from SANBAG. It was designed to develop new payment strategies and to develop new funding sources tied to negotiations with the largest subscription purchaser, Inland Regional Center.

Rather than maintaining a monthly cost at the equivalent of the per ride charges, a monthly fee ranging from $172-$341 was changed based on zones traveled. This was an increase of over 200% at the time. The goal was to increase revenue and to open further discussion with social service providers over how Access trips were completed. The premium charge effectively eliminated the subscription program.

While Omnitrans lowered the subscription cost in FY2008 to between $130 and $250 based on zones of travel, the program did not return to its previous levels. As of January 2013, Omnitrans has six (6) subscription Access riders. As a result, Omnitrans did not see an increase in revenue associated with the change in policy. Overtime, what Omnitrans did see was significantly more fluctuation in the daily schedule of trips as part of the reservation process. This broke up the pre-bundled and efficient Access trips.

In order to move back to the more effective, older subscription model, Omnitrans introduced the repeater program in late FY2012. The repeater program offers the ability for customers to permanently schedule reservations, while only paying the per-trip cash fare.

The existence of both a repeater program and a subscription program that have the same requirements and benefits, but different fares has been confusing to riders. To eliminate the confusion, Omnitrans proposes in FY2014 to replace the premium-fare driven subscription program by allowing qualified riders the ability to participate in subscription benefits at the cash fare. This effectively maintains the benefits of both programs without charging the premium fare. Thus allowing riders to take advantage of the program and Omnitrans to see the efficiency successful subscription services can bring.

There is a potential loss of revenue of approximately $2,000 per year based on the loss of the premium paid by the from the six current subscription riders, but the opportunity to move towards 23,000 revenue hours savings ($800,000) per year over time as the subscriptions are used to make Access service more productive.

5.2 FY2014 FARE STRUCTURE

While Omnitrans proposes the three previously described modifications to the fare categories, the fares themselves for each category remains unchanged. The FY2014 fares can be seen in Exhibits 25, 26 and 27.

Exhibit 26 provides fixed route fare descriptions for pre-paid passes, cash fares and tickets for Fixed Route services for each category of fare. The fare categories are Full Fare, Youth and Senior/Disabled. These fares are for use on Local, Express, sbX and OmniGo.

Exhibit 25: Fixed Route Fares

	Full-Fare	Senior/Disability/Medicare	Youth
31-Day	$ 47.00	$ 23.50	$ 35.00
7-Day	$ 15.00	$ 7.00	$ 11.00
1-Day			
Individually	$ 4.00	$ 1.85	n/a full-fare
Packs of Ten	$ 36.00	$ 15.50	n/a full-fare
Cash/Ticket*	$ 1.50	$ 0.60	n/a full-fare
Free Rides	**Metrolink Transfers:** Free to rider; SCRRA pays one-half base fare for each boardings with a MetroLink ticket/pass; **Children:** Height < 46"; limit 2 per fare paying riders **Personal Care Attendant**: Accompanying a ADA Rider; **OmniLink Demand Response Transfers**: With valid transfer; **Omnitrans Employees and Family Members**: With Employee/Family ID; **RTA Employees and Family Members**: With Employee/Family ID; and, **LAMTA, Foothill Transit and OCTA Employees**: With Employee ID **Promotional Fares**.		
Go Smart Fare	The Go Smart fare is a pre-negotiated fare for all riders that attend a partner University, College, Trade/Technical School, or High School, or work at a partner employer. Participants must have an active, valid Omnitrans-compatible ID card as proof of fare.		

*1-Way ticket available for full fare only, minimum purchase quantity is 500 tickets.

OmniLink service is available in Yucaipa and Chino Hills. The fares for this service can be seen in Exhibit 26. This demand response service has its own fares and regular fixed route fares are not valid on OmniLink service.

Exhibit 26: OmniLink Demand Response Fares

	Full-Fare	Senior/Disability /Medicare	Youth
Cash	$ 3.00	$ 1.50	$ 2.00
10-Ticket Book	$ 27.00	$ 13.50	$ 18.00
FR 31-, 7-, & 1-Day Passes	Not accepted on OmniLink Demand Response Service.		

Access provides ADA paratransit service to areas within ¾-mile of a fixed route. The cash fare for Access depends on the length of travel and is shown in Exhibit 27. If someone resides within the boundaries of a city in the Omnitrans service area, but outside of the ¾ mile of a fixed route, Beyond ADA Boundary service may be available at an additional charge. This rate is also shown in Exhibit 27.

Exhibit 27: Access Fares

	Cash	Beyond ADA Boundary
1-3 zone	$ 2.75	$ 7.75
4 zone	$ 3.75	$ 8.75
5 zone	$ 4.75	$ 9.75
6 zone	$ 5.75	$ 10.75